

GSA

2017

TRAINING CATALOG



The University for People (U4P)

202-708-5744

300 7th Street Southwest, Washington, D.C. 20024

What is Training and Development?



Training and development involves the educational activities within an organization designed to enhance the fulfillment and performance of employees. Training and development programs offered by an organization might include a variety of educational techniques and programs that can be attended on a mandatory or voluntary basis.

GSA's University for People (U4P)

Rapid change requires a skilled, knowledgeable workforce with employees who are flexible, adaptive, and focused on the future. University for People can help employees locate resources to develop the skills they need to Getting to Great!

Mission

University for People is a provider of training solutions acting as a single contact to employees and organizations. We drive learning that is strategic, measurable and effective.

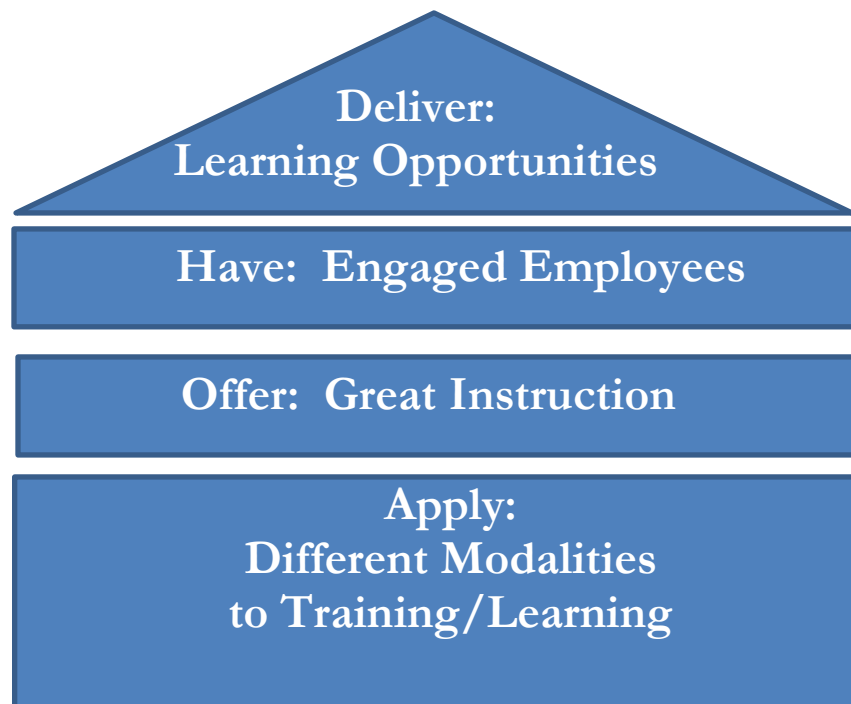
Vision

Empower and engage employees with learning opportunities for professional development.

Initiatives/Goals:

- Provide learning opportunities that support GSA's and other federal agencies' critical business issues.
- Develop curriculum to incorporate core and professional competencies.
- Provide value-added learning that measures results and demonstrates the transfer of employee skills to enhance productivity and personal growth.
- Create a collaborative organization that values human resources, enhances customer service, and ignite a sense of positive urgency for lifelong learning.

Our BLUEPRINT for Career/Professional Development Success:



Our Programs

Training & Development Solutions

University for People provides its students with an abundance of choices and opportunities to refine and enhance their core and professional competencies. We offer classes in the areas of acquisition, project/program management, soft skills, computer, business skills, financial/budget, telework, program analyst, leasing, and more.

On-Site Classes

University for People offers classes on-site at your location. By delivering classes on site at your



location we provide you considerable cost savings. We eliminate travel costs, maximize employee time and provide government discounts through use of GSA Federal Supply Schedules. You pick the training, time and place and we handle all of the rest. Our onsite classes require a minimum number of students; contact our facility for details at (202) 708-5744.

Virtual Training

We offer webinars, online web conferencing (Adobe Connect) and other simulated virtual environments where the courses are instructor led and the student is not in the actual classroom with the instructor.

E-Learning

We offer courses E-learning refers to the use of modern technology, such as computers, digital technology, networked digital devices (e.g., the Internet) and associated software and courseware to deliver instruction. Students can self-pace their instruction within a given time-frame to complete coursework.

Certificate Programs

University for People offers certificate programs in Project Management, Information Technology Project Management, Business Analysis, Program Analyst and Budget/ Financial Analyst. Each certificate program is comprised of specific requirements and offer continuing education units and professional development units. Contact our facility for more details at (202) 708-5744.

Customized Solutions

If your training needs require a customized approach, we can help you assemble a program and deliver it to your location. Contact our facility for assistance with your specific needs at (202) 708-5744.



U4P STUDENT GUIDE

The Guide serves as a resource for both students and training providers on how training will be administered for U4P's certification and continuous learning courses.

The Guide discusses procedures for attending courses and policies.

HOW TO REGISTER FOR TRAINING COURSES

U4P TRAINING COURSES ARE AVAILABLE TO FEDERAL GOVERNMENT EMPLOYEES ONLY

Internal GSA Employees:

All employees must submit a completed and U4P Registration Form to University for People. Your training request should be coordinated with your Supervisor. Your registration form(s) should be sent at least two weeks prior to the start date of training. You can fax your forms to (202) 708-4827 or mail them to GSA, University for People, Reporters Building, 300 7th Street, SW, Suite 112, Washington, DC 20024. If you have any questions, please contact us at (202) 708-5744.

External Federal Customers:

Follow their agency's policy for registering for a course(s). Single individuals can pay for courses with a Federal Government Credit Card. Individuals can place request for training either by phone/fax.

For onsite training at your location we must have a Memorandum of Agreement (MOA) established. This document constitutes an intra/inter agency agreement between the General Services Administration, University for People (U4P) and the CLIENT (CUSTOMER).

TRAINING POLICIES AND PROCEDURES

- Attend class unless otherwise notified.
- Confirmation letters will be sent approximately one week prior to a class.
- Keep a record of your class dates and times.
- Registrations are processed in the order received.
- Once a class is filled, a waiting list will be established. We will contact you if space becomes available. If space does not become available, it is your responsibility to register for the next available class.



COURSE CATALOG

- If the minimum number of participants for a class is not met until two working days prior to a scheduled class, then participants will receive their confirmation of class by phone or e-mail.
- If enrollment is low and a class is cancelled, you will be notified by phone or e-mail at least two working days before the class.

CANCELLATION POLICY

- Payment for training that is cancelled within 30 days or less of the class start date is nonrefundable. However, you may send a substitute or transfer to another GSA, University for People class of the same cost, if space is available, without penalty.
- No-shows cannot transfer payment to another GSA, University for People class and will not receive a refund. All classes are subject to cancellation. In the event that GSA, University for People cancels a class, you will receive a full refund for the course. GSA, University for People assumes no responsibility for nonrefundable airline tickets or lodging expenses.

TRAINING ACCESSIBILITY

We make every practical effort to ensure that our training programs are accessible to all employees. Contact us at least four weeks before the course begins to discuss specific needs and arrangements, such as interpreters or readers.



Acquisition Training



The Federal Acquisition Certification in Contracting (FAC-C) program is for Federal acquisition workforce members performing contracting and procurement activities and functions. The FAC-C program has three levels. At each level there are specific education, training, and experience requirements. For more information regarding certification levels, please refer to the table (Table 1) following the list of FAC-C courses in this catalog.

**EFFECTIVE MARCH 10, 2014, COURSES MUST BE TAKEN IN ORDER.
COURSE PREREQUISITES WILL NOT BE WAIVED.**

FAC-C LEVEL I

EDUCATIONAL REQUIREMENTS: Baccalaureate degree from an accredited institution of 24 semester hours of business-related college courses.

EXPERIENCE REQUIREMENTS: One year of contract work experience based on the Contract Specialist (GS 1102) Qualification Standard

CON 100: Shaping Smart Business Arrangements

Description:

This course is a FAC-C Level I certification training course. Employees who are entering the acquisition career field will gain a comprehensive understanding of the environment in which they will serve. Students will develop professional skills for making business decisions and for advising other acquisition team members in successfully meeting customers' needs. Knowledge management and information systems will be introduced as well.

Objectives:

- Describe the acquisition/contracting mission and its impact on the American economic system;
- Describe the importance of the oversight roles of the Government Accountability
- Explain the characteristics and responsibilities of the contracting professional in the role of a business advisor;
- Explain the distinctive interests of both the buyer and seller and the role those interests play;
- Describe commercial acquisition and government unique requirements of market research in identifying the best arrangements to meet mission requirements; and
- Explain e-business and information technology in supporting business processes.
- Who Should Attend: Employees who are entering the contracting workforce or those new to the government.

Prerequisites: None

Length of class: 5 days

CON 170: Fundamentals of Cost and Price Analyst

Description:

This training course is a DAWIA Level I contracting course for newly hired GS-1102 contracting personnel. Students will learn foundational knowledge of cost and price analysis and apply quantitative tools to accomplish cost and price analysis in accordance with the FAR, and the Contract Pricing Reference Guides (CPRG).

Objectives:

- Successfully distinguish various seller pricing strategies.
- Describe the Truthful Cost of Pricing Data statute, including its purpose in mitigating government cost risk.
- Identify the policies and procedures for applying the Cost Accounting Standards Board (CASB) rules and regulations to negotiated contracts and subcontracts.
- Identify the contract cost principles and procedures.
- Given a contracting requirement and market research tools, recognize the essential elements of a market research report.
- Demonstrate ability to execute fundamental quantitative pricing skills.
- Accurately differentiate between price analysis, cost analysis, and cost realism analysis.
- Pursuant to FAR 15.4, accurately differentiate the price analysis techniques.

Prerequisites: None

Length of class: 10 days

CON 121 Contract Planning

Description:

This course focuses on planning successful mission support strategies based on customer's requirements and the contracting environment. Students will learn how to use the Federal Acquisition Regulation (FAR) and conduct effective market research, develop alternative acquisition strategies, and identify how various socioeconomic programs support the acquisition planning.

Length of class: 2 days

CON 124 Contract Execution

Description:

This Training course focus on executing the acquisition plan through soliciting industry, making the source selecting decision and awarding a contract. Students will gain the knowledge necessary to execute an acquisition that optimizes customer mission performance. They will learn techniques and benefits of early industry involvement in shaping requirements basic procedures for acquisition of both commercial and noncommercial requirement, effective analysis of market data, and determine of when a price is fair and reasonable...Students will also learn how to conduct basic competitive acquisitions, process awards, provide debriefing, and handle protests before and after contract award.

Length of class: 2 days

CON 127 Contract Management

Description:

This Training course builds on the foundation established in CON 121 and CON 124 and provides students with the knowledge necessary to identify and utilize appropriate metrics when evaluating contractor performance. Students will explore processes for working with their customer to ensure contract performance is meeting mission requirements. Students will explore performance assessment strategies and remedies for contractual non-

Length of class: 2 days

FAC-C LEVEL II

EDUCATIONAL REQUIREMENTS: Baccalaureate degree from an accredited institution of 24 semester hours of business-related college courses.

EXPERIENCE REQUIREMENTS: Two years of contract work experience based on the Contract Specialist (GS 1102) Qualification Standard

CON 200: Business Decisions for Contracting (Replaces CON 202)

Description:

Business Decisions for Contracting builds on contracting Level I pre-award business and contracting knowledge necessary to process complex procurements. The emphasis of this course is on planning successful mission-support strategies and executing an acquisition that optimizes customer mission performance. Professionals will learn the techniques for building successful business relationships, the benefits of strategic sourcing and spend analysis, and the ins and outs of providing contract financing. Also, professionals will take an in-depth look at subcontracting, how to conduct a formal source selection, and how to analyze the information necessary to determine contractor responsibility.

Objectives:

Those who successfully complete this course will be able to:

- Identify how business relationships affect customer support
- Identify a strategic sourcing recommendation based upon the results of a spend analysis

- Identify contract risks and appropriate management strategies
- Select the appropriate contract financing terms and/or conditions for a given contract
- Determine subcontract requirements
- Identify the source selection processes and procedures
- Determine if a contractor is responsible

Who Should Attend: This course is for intermediate-level contracting personnel who are Level I certified in Contracting and have 2 years of contracting experience.

Prerequisite(s): CON 120, Mission Focused Contracting, if assigned to an Industrial/Contract Property Management position, CON 112

CON 216: Legal Considerations in Contracting (Replaces CON 210)

Description:

This course focuses on legal considerations in the procurement process. Participants are introduced to the basic principles and sources of law relevant to procurement, including fiscal law. The course also addresses various other legal issues that may develop during the course of a contract, such as protests, assignment of claims, disputes, fraud, contractor debt, performance issues, and contract termination.

Objectives:

Those who successfully complete this course will be able to:

- Identify the legal and ethical principles that apply to government contracts
- Identify different processes through which challenges may be filed against a federal acquisition
- Identify the legal obligations of both parties when a contract performance issue arises
- Identify formal dispute-resolution procedures under the Contract Disputes Act
- Identify criminal, civil, and administrative remedies for contract fraud
- Identify the tools for recovering monies owed the government
- Select the process and procedures for terminating a contract

Who Should Attend: This course is for intermediate level contracting personnel who are Level I certified in Contracting and have 2 years of contracting experience.

Prerequisites: CON 120, CON 112

Length of class: 5 days

CON 280 Source Selection and Administration of Service Contracts (Replaces CON 210)

Description:

This course is designed for contracting professionals who work, or are expecting to work, in positions requiring contracting officer warrants and DAWIA Level II certification in contracting. This program takes students from strategy development to requirements definition to solicitation development to source selection to performance management of service acquisitions. You will prepare and review acquisition documents, develop and deliver source briefings and negotiate contractual issues. Students are provided the opportunity to work in teams to experience first-hand the seven steps of the services acquisition process and learn the fundamentals of a performance based services acquisition.

Length of class: 10 days

CON 290 Contract Administration and Negotiation Techniques in a Supply Environment

Description:

This case-based training course will allow students to experience the full spectrum of contracting processes and issues by following a supply requirement through all phases of the acquisition life cycle. This highly interactive course gives students the opportunity to tackle complex contracting issues in a team environment that encourages open discussion and exchange of ideas. This training course is designed for contracting professionals who work, or are expecting to work, in positions requiring FAC-C (revised) or DAWIA Level II certification in contracting.

Length of class: 9.5 days

CON 270: Intermediate Cost and Price Analyst

This case-based training course will allow students to experience the full spectrum of contracting processes and issues by following a supply requirement through all phases of the acquisition life cycle. This highly interactive course gives students the opportunity to tackle complex contracting issues in a team environment that encourages open discussion and exchange of ideas. This training course is designed for contracting professionals who work, or are expecting to work, in positions requiring FAC-C (revised) or DAWIA Level II certification in contracting.

Length of class: 10 days

FAC-C LEVEL III

EDUCATIONAL REQUIREMENTS: Baccalaureate degree from an accredited institution of 24 semester hours of business-related college courses.

EXPERIENCE REQUIREMENTS: Four years of contract work experience based on the Contract Specialist (GS 1102) Qualification Standard

CON 360: Advanced Business Solutions (replaces CON 353) - REQUIRED

Description:

Through realistic scenario-based learning, students work individually and in teams to practice developing sound business solutions as a valued strategic and expert business advisor. Students will learn to analyze complex contracting situations with emphasis on critical thinking, problem solving, research, and risk reduction. Student course work is designed to contribute real solutions on real acquisition problems to senior leadership and local supervisors.

Objectives:

- Contribute in a collaborative environment by providing timely feedback to team members and class
- Apply critical thinking skills, problem solving methods, leadership skills, and risk mitigation techniques to contracting-related problems
- Compile information and knowledge for currency in acquisition and contracting
- Identify various methods to manage employee stress and constant change in the contracting working environment
- Make a decision on a contracting dilemma that complies with the rules of ethics in contracting
- Apply an industry and senior government contracting leader perspective to an assigned contracting policy issue.

Who Should Attend:

This training course is designed for contracting professionals who work, or are expecting to work, in positions requiring FAC-C or DAWIA Level III certification in contracting.

Prerequisites: FAC-C or DAWIA Level II Certification in contracting or industrial/contract property management.

Length of class: 9.5 days

CON244: Construction Contracting**Description:**

This FAC-C and DAWIA Level III elective course is designed to provide students with the knowledge and skills necessary to contract for federal government construction from acquisition planning through closeout. The course may also be of interest to Contracting Officer's Representatives who oversee construction projects.

Objectives:

- Explain the environment and rules for contracting for construction
- Perform the critical pre-award and post-award construction contracting functions
- Administer clauses unique to construction contracting.

Who Should Attend: Contracting personnel involved in the construction process from acquisition planning to closeout will be able to complete their elective requirement for FAC-C or DAWIA Level III certification. Additionally, Contracting Officer's Representatives involved in construction oversight may find this course to be beneficial.

Prerequisite(s): FAC-C or DAWIA Level I certification training courses.

Length of class: 5 days

(OR 32 HOURS OF ELECTIVES)

CON 360: Advanced Business Solutions (Replaces CON 353) REQUIRED**Description:**

Through realistic scenario-based learning, students work in teams to practice developing sound business solutions as a valued strategic and expert business advisor. Student course work is designed to contribute solutions to senior leadership and local supervisors and to provide resources for the Contracting career field via the course community of practice.

Objectives:

- Effectively participate with project teams, exercise business leadership, and apply expertise (technical, business, and financial) resulting in business solutions that improve mission support;
- Innovate and use best practices in combination with critical thinking, problem solving, and dilemma resolution skills for improved planning, execution, and performance management outcomes;

- Develop business solutions that reflect consideration of risk and impacts on performance and synthesize policy as well as interests of functional team members and the marketplace; and
- Contribute to the development and implementation of change through an improved understanding of the legislative, regulatory, and policy processes.

Who Should Attend: Experienced Contracting professionals with Level II certification.

Prerequisites: FAC-C Level I and II Certification Training Courses

Length of class: 10 class days

CON 244: Construction Contracting

Description:

This course is based on Part 36 of the FAR and related clauses, and provides the participant with a complete and extensive look at Construction Contracting. This coverage includes planning for the project, specification and solicitation preparation, contract award and administration, and contract completion. This course is recommended for contracting personnel involved in the formation and administration of construction contracts.

Subjects include:

- The Pre-Solicitation and Solicitation Phase
- Bid Evaluation and Award
- Contract Administration Planning and Clauses
- Contract Administration
- Delays
- Modifications
- Remedies
- Contract Closeout

Length of class: 5 days

ELECTIVES:

CON 243: Architect & Engineering Services

Description:

This course is based on Part 36 of the FAR, and provides the participant with information on the unique aspects of contracting for architect-engineer services. Coverage includes the Brooks Act,

solicitation evaluation, award and administration of A-E contracts. This course is suitable for more experienced contracting personnel.

Objectives::

- Brooks Act Applicability
- Market Research
- Selection Process
- Scope of Work
- Evaluation Process
- Negotiation and Award
- Monitoring and Inspection
- Contract Modification
- Contract Closeout

Length of class: 5 days

CON 243 Service Contract Act Overview**Description:**

This course instructs federal personnel to administer the requirements of the McNamara- O'Hara Service Contract Act of 1965 (SCA). The course focuses on the Act, the Department of Labor (DOL) regulations that implement it, and how it applies to the acquisition process. A detailed, comprehensive text is provided that contains copies of the law, DOL implementing regulations, Administrative Review Board decisions, and wage determinations. Subjects include:

- Determine if the SCA applies
- Understand basic wage and fringe benefit rules
- Apply the SCA provisions to applicable contracts
- Enforce the SCA

Length of class: 2 days

FCN 400 Emergency Contracting Basics**Description:**

This course is designed for contracting professionals, or other personnel performing similar functions, who may assist federal agencies during the recovery from national disasters or other emergencies. Students receive an introduction to the knowledge necessary to procure goods and services required to support emergency and disaster recovery activities.

Objectives::

- Describe the roles and responsibilities of participants in the emergency contracting process.
- Understand how emergency contracting differs from standard contracting.
- Identify and follow FAR Part 18 provisions, agency guidance, and other policies in emergency contracting.
- Properly analyze procurement requests.
- Identify resources needed to procure goods and services during an emergency or disaster recovery.

Prerequisites: None

Length of Class: 2 days

Changes Under Government Contracts**Description:**

Change is inevitable on a Government contract. Therefore, it is in the Government's best interest that all members of the acquisition team understand concepts such as scope, equitable adjustment, constructive changes, and unilateral and bilateral contract modifications. This course will ensure acquisition professionals grasp the concept as well as the implications of the various types of contract changes on cost, schedule and performance. Personnel involved in the acquisition of information technology resources, including program, technical, financial, and contracting professionals.

Objectives:

- Determine if a change can be made to a contract
- Determine what relief, if any, is due the contractor

Length of Class: 3 days

Contracting for Best Value**Description:**

Members of the acquisition community are often unaware of the role a tradeoff approach has in achieving a best value acquisition. An understanding of best Value choices can lead to the selection and execution of tradeoff source selection when appropriate. Once a trade off is selected, its application to planning the acquisition, constructing evaluation factors and conducting the evaluation will largely determine source selection outcomes. Participants will practice steps of the

process and analyze source selection cases throughout the 2 day course in order to reinforce their learning.

Length of Class: 2 days

Performance-based Acquisition (FQN PBA3)

Description:

This course provides students information on the requirements for performance-based contracts, including applicable clauses, the award process, work statement requirements, and labor laws. Based on FAR Part 37, this course covers the use of simplified acquisition methods, sealed bidding, and negotiation as appropriate methods for acquiring services.

Objectives:

Upon completion of this course, students should be able to:

- Identify the benefits of performance-based acquisition.
- Understand and perform the seven steps of performance-based acquisition:
- Establish an integrated solutions team;
- Describe the problem that needs solving;
- Examine private- and public-sector solutions;
- Develop performance work statements or statement of **Objectives;**
- Decide how to measure and manage performance;
- Select the right contractor.

Prerequisites: None

Length of Class: 3 days

Source Selection

Description:

Selecting the best source for performing the requirements of a contract is a critical task that has a definite impact on the outcome of an acquisition. This training course addresses high dollar value, complex, or critical acquisitions necessitating a more structured source selection approach. Students will further their knowledge and skills through participation in scenario driven exercises.

Length of Class: 5 days

Task and Delivering Ordering Contracts

Description:

Selecting the best source for performing the requirements of a contract is a critical task that has a definite impact on the outcome of an acquisition. This training course addresses high dollar value, complex, or critical acquisitions necessitating a more structured source selection approach. Students will further their knowledge and skills through participation in scenario driven exercises.

Length of Class: 2 days

Writing Performance Work Statements

Federal Acquisition Regulation(FAR) part 37 requires agencies to maximize the use of performance-based methods when contracting for services, which means telling the contractor what to do, not how to do it. You will determine requirements by developing high level **Objectives**:, tasks, performance standards, and inspection requirements. You will develop their performance work statement and quality assurance surveillance plan using the acquisition requirement road map tool (ARRT) a Microsoft access-based tool developed by the defense acquisition University (DAU) and endorsed by the Federal Acquisition Institute (FAI) for use by government personnel developing PWSs for services. To facilitate a high level of learning, we encourage students to bring a requirements developments project from work. After developing their PWS, students will "Live " with it by responding to offer questions and dealing with ambiguities in the PWS after contract awards. This is a hands -on workshop- come prepared to think and write.

Length of Class: 3 days

Terminating Contracts

Faced with changing requirements or a problematic contract, both contracting and program personnel need to have a fundamental understanding of practical considerations involved in a termination decision. This course will describe and discuss when a contract should be terminated, statutory and contractual government rights, contractor rights and obligations, and the steps involved in termination. With this knowledge in hand, students will be well-prepared to make appropriate decisions when situations develop that could result in contract termination.

Objectives:

- Explain when a contract should be terminated
- Describe the government's statutory and contractual rights with respect to terminations
- Discuss the contractor's rights and obligations
- List the procedural steps in terminating a contract



COURSE CATALOG

Pursuant to Office of Federal Procurement Policy (OFPP) memoranda, the legacy courses cannot be used for certification, fulfillment, or equivalency purposes after September 30, 2015. All FAITAS Fulfillment & Equivalency (F&E) requests using these curricula must reach the agency certification manager in FAITAS no later than September 24, 2015. The legacy courses include the following (see courses in red).

Continuous Learning Requirements: Must accrue 80 hours of continuous learning every two years from the date of certification.



FAC-C Certification Requirements (Table 1)

Requirements	FAC-C Level I	FAC-C Level II	FAC-C Level III
Experience	1 year of contracting work experience	FAC-C Level I Certification & 2 years of contracting work experience	FAC-C Level II Certification & 4 years of contracting work experience
Education	Baccalaureate degree OR at least 24 semester hours among these disciplines: accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing,	Baccalaureate degree OR at least 24 semester hours among these disciplines: accounting, law, business, finance, contracts, purchasing, economics, industrial management, marketing,	Baccalaureate degree AND at least 24 semester hours among these disciplines: accounting, law, business, finance, contracts, purchasing, economics, industrial
Training	<p>5 Core Courses:</p> <ul style="list-style-type: none"> • CON 100 Shaping Smart Business Arrangements • Choose 1 from the following: <ul style="list-style-type: none"> ○ CON 121 Contract Planning ○ FCN 110 Mission Support Planning (online) ○ CON 110 Mission Support Planning (classroom)* • Choose 1 from the following: <ul style="list-style-type: none"> ○ CON 124 Contract Execution ○ FCN 111 Mission Strategy Execution (online) ○ CON 111 Mission Strategy Execution (classroom)* • Choose 1 from the following: <ul style="list-style-type: none"> ○ CON 127 Contract Management ○ FCN 112 Mission Performance Assessment (online) ○ CON 112 Mission Performance Assessment (classroom)* • CON 120 Mission Focused Contracting (classroom) • 1 Elective <p><i>*CON 110, CON 111, and CON 112 may be used for certification purposes until</i></p>	<p>5 Core Courses:</p> <ul style="list-style-type: none"> • Choose 1 from the following: <ul style="list-style-type: none"> ○ CON 200 Business Decisions for Contracting (online) ○ CON 214 Business Decisions for Contracting (classroom)* • CON 215 Intermediate Contracting for Mission Support • CON 216 Legal Considerations in Contracting • CON 217 Cost Analysis and Negotiation Techniques • CON 218 Advanced Contracting for Mission Support • 2 Electives <p>Plus all Level 1 training</p> <p><i>*CON 214 may be used for certification purposes until September 30, 2015. After this date, CON 214 will not be accepted for certification purposes even through Fulfillment.</i></p>	<p>1 Core Course:</p> <ul style="list-style-type: none"> • Choose 1 from the following: <ul style="list-style-type: none"> ○ CON 353 Advanced Business Solutions for Mission Support (classroom)* ○ CON 360 Advanced Business Solutions for Mission Support (classroom) • 2 Electives <p>Plus all Level I and Level II training</p> <p><i>*CON 353 may be used for certification purposes until September 30, 2015. After this date, CON 353 will not be accepted for certification purposes even through Fulfillment.</i></p>

Contracting Officer's Representatives The Federal Acquisition Certification (FAC-COR) Program



The Contracting Officer's Representatives (CORs) play a critical role in ensuring that contractors meet the commitment of their contracts. They ensure proper development of requirements and assist Contracting Officers in managing their contracts.

Contracting Officer's Representative (COR) Training Opportunities Initial release September 01, 2011

As of September 2014

Initial training for new CORs must include, at a minimum, a course covering COR roles and responsibilities as well as fundamental contract rules and regulations. In addition, it is strongly recommended that this training be provided in a classroom setting. For other CORs, any combination of classroom or online training that contributes to learning the competencies is acceptable. Required training should be determined by agency policy and the agency's Acquisition Career Manager (ACM). Individual CORs should consult with their supervisor and the Contracting Officer to determine their specific training needs. Training or continuous learning from one level may be applied to training requirements for the next higher certification level. Where the previous FAC-COTR had just one level of certification for all CORs, the new FAC-COR has three levels of certification with varying requirements for training, experience, and continuous learning, depending on the types of contracts being managed. To find out more information about the requirements for each level, please refer to the table below. Note that training or continuous learning from one level may be applied to training requirements for the next level.

COURSE CATALOG

Level	FAC-COR Level I	FAC-COR Level II	FAC-COR Level III
Experience	None	1 year of previous COR experience required	2 years of previous COR experience required
Training	8 hours of training	40 hours of training	60 hours of training
Appropriate for:	This level of COR is generally appropriate for low-risk contract vehicles, such as supply contracts and orders.	This level of COR is generally appropriate for contract vehicles of moderate to high complexity, including both supply and service contracts.	Level III CORs are the most experienced CORs within an agency and should be assigned to the most complex and mission critical contracts within the agency. These CORs are often called upon to perform significant program management activities and should be trained accordingly.

LEVEL I – 8 HOURS OF TRAINING REQUIRED

LEVEL II – 40 HOURS OF TRAINING REQUIRED

LEVEL III – A TOTAL OF 60 HOURS OF TRAINING IS REQUIRED

COURSES

COR Refresher

Description:

This course provides an overview of the COR's duties and responsibilities during the four contract phases - Pre-Award, Post-Award, Contract Administration and Management, and Closeout. This course will prepare professionals for the Level I COR certification.

Length of class: 1 day

COR Certification 40 Hours - 5 DAYS

This course looks to improving agency acquisitions and contractor performance by enhancing your knowledge and practical application of contracting principles. The course covers Pre-Award Phase, Award Phase and Post-Award phase in depth.

Length of class: 5 days

FAC-COR LEVEL III

This course is designed to review and re-acquaint non-contracting personnel with the federal acquisition process and the changes that has occurred since their initial training class.

Length of class: 5 days

Computer/IT Training



These courses are designed to educate users on computer-related applications. Computer training instructors help users acquire proficiency in a wide array of areas, including software, hardware, database management, programming, and more.

MS Project (2007 or 2010) 1

Description:

This course is designed for a person who has an understanding of project management concepts, who is responsible for creating and modifying project plans, and who needs a tool to manage those project plans.

Objectives:

- Work with calendars
- Evaluate and adjust resource factors
- Evaluate and adjust Cost factors
- Track progress
- Control printed output
- Customize reports
- Work with multiple projects
- Use subprojects and templates

Length of class: 1 day

MS Project (2007 or 2010) II

Description:

This course is designed for a person who has an understanding of project management concepts, who is responsible for creating and modifying project plans, and who needs a tool to manage those project plans. It is also intended for a person who has a basic understanding of Microsoft Project I 2007.

Objectives:

- Print views and reports
- Create projects
- Work with tasks
- Organize schedules
- Assign task relationships
- Add resources

Length of class: 1 day

MS Excel (2007 or 2010) I

Description:

You have basic computer skills such as using a mouse, navigating through windows, and surfing the Internet. You have also used paper-based systems to store data that you run calculations on. You now want to migrate that data to an electronic format.

Objectives:

- Explore the Microsoft Office Excel environment and create a basic worksheet.
- Perform calculations.
- Modify a worksheet
- Format a worksheet
- Print workbook contents
- Manage large workbooks

Length of class: 1 day

MS Excel (2007 or 2010) II**Description:**

Students will learn the skills and concepts necessary to create charts and to use the list management capabilities of Excel 2000. Students enrolling in this course should understand data types (text, numbers, and formulas) and the use of the menu system for copying data and for opening and saving files.

Objectives:

- Use names
- Work with advanced functions
- Work with advanced formatting features
- Use special format and print options
- Work with multiple workbooks
- Protect data
- Automate your work
- Import and export data
- Work with charts

Length of class: 1 day

MS Excel (2007 or 2010) III**Description:**

In this course, you will extend your knowledge into some of the more specialized and advanced capabilities of Excel by automating some common tasks, applying advanced analysis techniques to more complex data sets, collaborating on worksheets with others, and sharing Excel data with other applications.

Objectives:

- Increase productivity and improve efficiency by streamlining your workflow
- Collaborate with others using workbooks.
- Audit worksheets.
- Analyze data.
- Work with multiple workbooks.
- Import and export data.

Length of class: 1 day

MS Word (2007 or 2010) I**Description:**

Persons with a basic understanding of Microsoft Windows who need to learn how to use Microsoft Office Word to create, edit, format, lay out, and print standard business documents complete with tables and graphics.

Length of class: 1 day

MS Word (2007 or 2010) II**Description:**

This course is designed for persons who can create and modify standard business documents in Microsoft® Word, and who need to learn how to use Microsoft® Word 2007 to create or modify complex business documents as well as customized Word efficiency tools.

Objectives:

- Manage data in lists.
- Customize tables and charts
- Customize formatting
- Work Modify pictures in a document
- Create customized graphic elements.
- Control text flow.
- Automate common tasks.
- Automate document creation.
with custom styles

Length of class: 1 day

MS Word (2007 or 2010) III**Description:**

This course was designed for persons with a basic understanding of Microsoft Windows who can create and modify standard business documents in Microsoft® Office Word 2007, and who need to learn how to use the more advanced features of Word 2007 to create, manage, revise, and distribute long documents, forms, and Web pages. **PREREQUISITES** Students should be able to use Microsoft® Office Word I(2007 or 2010) to create, edit, format, save, and print business documents that contain text, tables, and graphics.

Objectives:

- Use Word with other programs
- Collaborate on documents
- Add reference marks and notes to a document
- Make long documents easier to use
- Secure documents and document information
- Create Web pages
- Create a form
- Use XML in Word

Length of class: 1 day**Access I (2007 or 2010)****Description:**

Microsoft Office Access 2010: Level 1 is designed for the student who wishes to learn the basic operations of the Microsoft Access Database program necessary to perform their day to day responsibilities, and to understand the advantages that using a relational database program can bring to their business processes. The Level 1 course is for the individual whose job responsibilities include working with tables to create and maintain records, locate records, and produce reports based on the information in the database. It also provides the fundamental knowledge and techniques needed to advance to more technical Access responsibilities, such as creating and maintaining new databases and using programming techniques that enhance Access applications.

Objectives :

- Examine the Microsoft Access 2010 database application
- Manage the data in a database
- Examine existing table relationships
- Query the database
- Design simple forms
- Create and modify Access reports

Length of class: 1 day**Access II (2007 or 2010)****Description:**

Level 2 is designed for the student who wishes to learn intermediate-level operations of the Microsoft® Access program. The Level 2 course is for the individual whose job responsibilities

include creating new databases, tables, and relationships, as well as working with and revising intermediate-level queries, forms, and reports. It also introduces the student to integrating Access data with other applications.

Objectives:

- Follow the steps required to properly design a simple database.
- Create a new database with related tables.
- Control data entry by modifying the design of a table to streamline data entry and maintain data integrity
- Find and retrieve desired data by using filters and joins between tables and within a single table.
- Create flexible queries to display specified records; allow for user-determined query criteria; and add, update, and delete data with queries.

Length of class: 1 day

Access III (2007 or 2010)**Description:**

This course is designed for the student who wishes to learn intermediate and advanced operations of the Microsoft® Office Access 2007 database program. The Level 3 course is for the individual whose job responsibilities include working with heavily related tables; creating advanced queries, forms, and reports; writing macros to automate common tasks; and performing general database maintenance.

Objectives:

- Restructure an existing set of data to improve the design of a database.
- Use a variety of techniques to summarize and present data with queries.
- Create and revise basic Access macros.
- Create macros that improve data entry efficiency and integrity.
- Improve the effectiveness of data entry in forms.
- Improve the effectiveness of data displayed in reports.

Length of class: 1 day

Powerpoint 1 (2007 or 2010)**Description:**

This course is designed for students who are interested in learning the fundamentals needed to

create and modify basic Microsoft® Office PowerPoint® 2007 presentations. Participants will be introduced to basic PowerPoint features and complete corresponding step-by-step exercises. **Objectives:**

- To get started with PowerPoint
- Create presentations
- Edit presentations
- Format text
- Print presentations
- Work with proofing tools
- Use WordArt and clip art
- Build slide shows
- Play slide shows

Length of class: 1 day

Powerpoint II (2007 or 2010)

Description:

This course is designed for students who desire to gain the skills necessary to work with design templates, organizational charts, special effects, Web presentations, collaboration functionality, and advanced presentation delivery, or students who desire to prepare for the Microsoft Office Specialist exam in Microsoft® PowerPoint® 2007 and who already have knowledge of the basics of Microsoft® PowerPoint® 2007, including slide formatting, working with tables, images, and objects, charting data, and presentation preparation.

Objectives:

- Create graphs
- Use advanced graphing features
- Work with organization charts
- Change colors
- Use masters and templates
- Enhance slides
- Use advanced slide show effects
- Create slide shows for presenters
- Customize slide shows for audiences

Length of class: 1 day

Basic Keyboarding

Description:

This course is designed for the true beginner, the "hunt and peck" typist, or for someone wanting to improve their techniques, learn to touch-type, and increase speed and efficiency using the computer keyboard. This course is an introduction of microcomputer keyboarding techniques using the touch method. Lessons cover the computer keyboard, function keys and basic skills. This course is designed for those who plan to use keyboarding skills on the computer

Length of class: 1 day

Adobe Acrobat 9.0 I

Description:

Students will learn how to create Acrobat documents from Microsoft Office and a wide range of other sources. You will gain the knowledge needed to create and edit Acrobat documents, to set up Acrobat document review cycles, to build Acrobat forms, and to take advantage of Acrobat's security and signature features.

Objectives:

- Using the Acrobat tools, toolbars, and task buttons
- Using the navigation pane and tabs
- Using context menus
- About the onscreen display
- Printing PDF files
- Opening the How To pages
- Linking to the online Help
- Navigating the How To pages
- Closing the How To pages
- Using the Complete Acrobat 7.0 Help
- Converting Microsoft Office Files (Windows)
- Converting web pages from Internet Explorer

Length of class: 1 day

Adobe Acrobat 9.0 II

Description:

In this course, you will use Adobe Acrobat 7.0 Professional to convert technical documents to PDF files, enhance and control PDF content accessibility, customize PDF documents for interactive use

online, and prepare PDFs for commercial printing.

Objectives:

- Creating PDFs from Technical Documents
- Enhancing PDF Documents
- Embed Multimedia
- Create Actions
- Optimize PDF Files
- Repurpose a PDF Document for Other Displays
- Create a PDF Form

Length of class: 1 day

Adobe Photoshop**Description:**

Student will familiarize themselves with image creation and editing using this software. Understanding the different tools and features available in Photoshop will help students to maximize their creative potential. This course designed to cover the basic image editing features of Adobe Photoshop.

- Exploring the Photoshop Environment
- Working with Image Areas
- Working with Layers
- Enhancing Images
- Saving Images for Web and Print
- Managing Assets with Adobe Bridge

Length of class: 1 day

Project Management Training



OVERVIEW

Whether you are an individual working toward attaining or maintaining a PMI® Project Management Professional (PMP®) certification, or looking to improve your organization's ability to deliver projects successfully, these courses provide the knowledge and tools you need through our comprehensive Project Management certificate programs.

COURSES FOR PROJECT MANAGERS:

Project Management Principles (Course: 6100)

Description:

This 3-day comprehensive foundation course focuses on the project management principles and best practices aligned with A Guide to the Project Management Body of Knowledge (PMBOK® Guide) and many of the GAO Guides. This course offers practical application of project management concepts and forms the basis for future, more advanced studies. All students receive a Project Manager's Toolkit, an electronic set of tools (templates, forms, and logs) mapped to the different phases of the project life cycle. The toolkit also includes instructions on how to fill out the

documents once the student has left the workshop.

Length of class: 3 days

Project Risk Management (Course: 6103)

Description:

A proven method for incorporating risk management processes as integral elements of project management. The course will present different approaches to identify risks; qualitative and quantitative methods to analyze risks and determine their impacts; risk ranking and response techniques; and approaches to monitor, control, and communicate risks throughout the project life cycle. Increase the probability of project success by applying techniques to reduce threats and enhance unexpected opportunities. Learn how to prepare a comprehensive risk management plan. Discover different approaches to identify, assess, and quantify risks and their impacts.

Length of class: 3 days

Managing Scope, Schedule, & Cost (Course: 6135)

Description:

This course provides a structured approach to project planning and management. This course goes beyond project management fundamentals and applies a variety of techniques to balance the competing demands of scope, schedule, and cost. It uses industry best practices to teach the latest tools and techniques. Learn how to establish the performance measurement baseline (PMB) and gain proficiency in the tools and techniques used to compare actual work accomplished against established plans. Determine how best to plan project scope based on stakeholder budget and schedule constraints. Be proactive and in control of your project by implementing cost and schedule management.

Length of class: 3 days

Managing Project Quality (Course: 6105)

Description:

This course will provide details on what quality is, present the quality views of Deming, Juran, and Crosby, provide details on various quality models, and provide proven tools and techniques for planning and implementing quality methods in a project environment.

Learn how quality impacts virtually all aspects of project management. Use proven tools and techniques for planning and implementing quality methods in a project environment.

Discover valuable techniques to improve project quality planning, quality assurance, and quality

control. Gain knowledge in the quality standards of the Software Engineering Institute (SEI), International Organization for Standardization (ISO), Six Sigma, and Baldrige.

Length of class: 3 days

Leadership & Communication Skills for Project Managers (Course: 6101)

Description:

This course explains the challenges and issues concerning effective project leadership and how to best meet these challenges. It evaluates various motivational approaches, helps project leaders assess their own personal styles, describes barriers to team performance and the stages of team development, explains how to best resolve conflicts and manage agreement, and how to enhance communications effectiveness. Develop the necessary skills to get the maximum performance from every member of the team. Apply the methods of leadership that are most appropriate for achieving project success. Discover which forms of leadership and communication are best suited to the attendees' personality. Learn techniques for resolving conflict and managing team issues. Gain hands-on experience in analyzing stages of team development and maximizing project team effectiveness.

Length of class: 3 days

Procurement for Project Managers (Course: 6126)

Description:

This course is designed to develop the basic knowledge base of people working as project managers, project procurement managers, and other project personnel who are or expect to be involved in procuring products or services to support meeting project goals. This course emphasizes partnering between project managers and procurement professionals to create a single culture with one set of goals and objectives. It emphasizes what must be done for success in the four key project procurement management processes: plan procurements, conduct procurements, administer procurements, and close procurements. Lessons learned and best practices from procurement and negotiating theory and experience are also presented.

Length of class: 2 days

Project Management Simulation (Course: 6106)

Description:

As the capstone learning event of Management Concepts' Project Management Certification program, Project Management Simulation provides a case-study-based project simulation that allows students to experience real-world application of project management techniques. Project Management Simulation will allow students to create a Work Breakdown Structure (WBS), generate a schedule using critical path analysis, employ Earned Value metrics to measure the progress of the project, analyze risk, and consider lessons learned from the project. This advanced course uses case study and team-based simulation techniques to emphasize the real world application of project management techniques. Additionally, students will use estimating tools and project management software outputs as they develop and manage a project from inception through closeout.

Length of class: 4 days

Agile Project Management for the Federal Environment (Course: 6010)

Description:

This course focuses on the idea that project managers are leaders of teams that work with the customer, rather than against them, with the emphasis placed on value rather than cost.

Objectives:

- Various Agile methods, tools, and techniques
- Best practices for determining whether an Agile approach is the right choice
- Best practices for planning and implementing Agile, providing maximum value for the customer
- How to position Agile to contribute to the long-term success of a federal organization

The principles, advantages, and disadvantages of various Agile development methods will become clear to participants as they organize and take part in Scrum teams, and participate in role-play activities using Agile case studies from federal organizations. In addition, they will develop a detailed understanding of the implicit challenges of introducing an Agile framework in a federal environment and will recognize the relationship of Agile to the acquisition process. Participants will gain knowledge, skills, and tools needed to position their career projects for future success.

Length of class: 3 days

Building Business Cases (Course: 6134)

Description:

A solid business case is critical to ensure an organization is investing in the right projects. It provides

the information to determine that the project will deliver value and align with organizational priorities compared to alternative investments. Building Business Cases will equip students with the techniques to develop a defensible business case for projects. Learn how to specify benefits and complete a clear cost-benefit analysis.

Length of class: 2 days

Managing Multiple Projects

Description:

This course focuses on these challenges and emphasizes the tools and techniques for project success. In this hands-on, project-driven course, you'll learn to successfully apply tools and techniques to ensure your projects succeed. You'll gain insight into multitasking strategies, planning and scheduling multiple projects, analyzing and evaluating schedules, prioritizing project work, effective delegation, and specific strategies for monitoring and controlling multiple projects.

Length of class: 3 days

Project Cost Estimating (Course: 6111)

Description:

This course has two primary goals. The first is to provide methods to be used to perform estimates of effort, staffing, schedules, and quality for use in estimating the total project costs. The second aim of the course is to ensure the participant's ability to recognize the inherent challenges in the estimating process to establish, at the project and organizational levels, the appropriate procedures to implement and continuously improve the estimating process used in the organization

Length of class: 2 days

Requirements Management for Project Managers

Description:

Discovering and managing requirements are cornerstone activities for every project. It is important to focus on managing requirements from the start of the project in order to meet the true requirements that satisfy the business needs of the stakeholders and to foster project success. This course presents a requirements management process and shows the significance of requirements management throughout the project life cycle, particularly as requirements change during development. The course emphasizes the necessity of identifying all project stakeholders—both internal and external—to identify requirements and manage stakeholder

involvement throughout the project. The focus is on how to manage requirements throughout your project, including how to implement a requirements management process, requirements traceability, change control, verification and validation, and the use of progressive elaboration on your project. Discover keys and best practices for managing requirements throughout the project life cycle. Ensure that your requirements management process results in project success.

Length of class: 3 days

Capital Asset Planning and Justification Using OMB Criteria (Course: 5890)

Description:

Exhibit 300 is the OMB document agencies are to use to present the business case as well as acquisition and operational plans when making budgetary requests for capital investments for major investments in information technology. A companion budget document—the Exhibit 53—provides a format for reporting on and managing an agency's portfolio of all information technology investments. Similarly, separate budgetary instructions provide guidance for justifying non-IT investments and aircraft. The overarching objective of this course is to provide a thorough understanding of the requirements and standards for planning and budgeting for capital assets. The course integrates current guidance with progressive performance management processes (including business case development) to ensure compliance and optimization of the capital programming/budgeting process.

Length of class: 3 days

IT PROJECT MANAGEMENT TRACK

Managing IT Projects (Course: 6138)

Description:

This course provides a structured approach to project management. This four-day course uses project management fundamentals and applies them as appropriate to IT projects. Using industry best practices to teach the latest tools and techniques, this course covers the key concepts in managing a project from its initiation to final closeout, discussing the project management processes in an organized framework. The course discusses techniques for determining resource requirements, ways to best work with vendors and contractors, and methods to track and control the project. It emphasizes what must

be done to complete your IT projects on schedule, within budget, and according to performance specifications to ensure client satisfaction.

Length of class: 4 days

IT Project Risk Management (Course: 6110)

Description:

Risk management is a crucial part of planning and successfully executing an IT-related project. Many projects strive to advance current capabilities and achieve something that has not been done before; these opportunities for advancement cannot be realized without taking risk. Risk in and of itself is not bad and is essential for progress. The negative consequences of risk need to be balanced against the potential benefits of associated opportunity. IT Project Risk Management is consistent with the knowledge areas of the Project Management Institute's *Guide to the Project Management Body of Knowledge* (known as the *PMBOK® Guide*). The course provides a comprehensive presentation of managing risk in IT related projects.

Length of class: 3 days

ADVANCED COURSES FOR EXPERIENCED MANAGERS

Agile Acquisition (Course: 8003)

Description:

This course is designed for the Federal acquisition workforce and addresses both Agile and Federal acquisition principles, with consideration given to existing Federal policies and processes. Participants will learn acquisition planning considerations in an Agile setting and risk assessment associated with Agile acquisition projects. The principles, advantages, and disadvantages of various Agile development methods will become clear to participants as they organize and take part in sample Federal acquisition scenarios and examples. After reinforcing a thorough understanding of the Agile approach, students will participate in role-play activities using Federally-based acquisition case studies. In addition, they will develop a detailed understanding of the implicit challenges of applying an Agile acquisition framework in a Federal environment. Participants will gain knowledge, skills, and tools needed to position their projects for future success.

Length of class: 3 days

Agile Requirements: Creating User Stories (Course: 6007)

Description:

This course is designed for the Federal acquisition workforce and addresses both Agile and Federal acquisition principles, with consideration given to existing Federal policies and processes. Participants will learn acquisition planning considerations in an Agile setting and risk assessment associated with Agile acquisition projects. The principles, advantages, and disadvantages of various Agile development methods will become clear to participants as they organize and take part in sample Federal acquisition scenarios and examples. After reinforcing a thorough understanding of the Agile approach, students will participate in role-play activities using Federally-based acquisition case studies. In addition, they will develop a detailed understanding of the implicit challenges of applying an Agile acquisition framework in a Federal environment. Participants will gain knowledge, skills, and tools needed to position their projects for future success.

Length of class: 3 days

Analytics Boot Camp (Course: 4650)

Description:

Analytics Boot Camp focuses practical, foundational skills needed for any analysis. You will learn tools and techniques in our computer classroom that you can apply immediately. This course is an excellent first step or refresher!

Objectives:

- Utilize advanced functionality in Excel® for data analysis and decision making
- Properly handle data collection from multiple sources and data retention in Excel®
- Integrate data from multiple sources
- Summarize data to quickly gain a better understanding
- Employ advanced features to assist in complex problem-solving
- Visualize data through the graphing functionality of Excel®
- Construct a frequency distribution to analyze data and translate it into relevant information
- Calculate and select the most appropriate measures of central tendency
- Identify and avoid the potential for hidden bias in expressing statistical findings
- Utilize Excel® to apply statistical techniques to the analysis of data

Length of class: 5 days

CBAP Exam Prep (Course: 6306)

Description:

This comprehensive workshop is designed to help participants prepare for taking the CBAP® certification examination. It begins with an overview of the CBAP® certification process and a pre-assessment to help students identify their strengths and weaknesses so they can focus their studying. Although this workshop is not intended to teach business analysis fundamentals, it does emphasize key concepts in each of the six knowledge areas and contain group exercises in which you can apply some of the more critical concepts to your work in business analysis. Each module concludes with sample review questions formatted similarly to the actual exam. The goal of this workshop is to ensure that you will recognize the critical components of the exam and provide a roadmap for you to sit for it successfully.

Length of class: 3 days

Fundamentals of System Engineering (Course: 6551)

Description:

This course equips systems engineering participants with the knowledge and basis for making decisions necessary to manage technical projects. Systems Engineers learn effective communication, baseline management, and progressive technical control gates. The course introduces the concept of project cycles and explains their role in the orderly maturation of an organizations product or service, and describes artifacts typically produced in the development of a technical solution.

This course is three days in length. It is instructor-led and includes lecture and interactive discussions periodically reinforced by individual and team exercises.

Length of class: 3 days

Managing Change (Course: 4751)

Description:

This experiential course provides tools and techniques to effectively lead others through a spectrum of change situations. Senior and mid-level leaders and managers who want to more effectively manage change efforts will be exposed to situations that require both planning and decision-making to achieve a desired change.

Length of class: 3 days

PMP® Exam Prep Boot Camp (formerly PMP Power Prep) (Course: 6137)

Description:

PMP® Exam Prep Boot Camp includes individual and group exercises in which students apply

some of the more critical concepts to work in project management. The approach is to facilitate knowledge transfer in an engaging manner to ensure that students will recognize the critical study areas so they are ready to take the exam. As a part of the course they are provided with access to our webinar, Completing Your PMP® Application: Learning from an Expert, which walks the student through the process of submitting their application to the Project Management Institute (PMI®). The process is also reviewed in class giving students the ability to ask questions and get additional coaching from our senior instructors. This course helps prepare for test day by answering sample exam questions during class and, afterward, by using our online PM PowerTrac exam simulator tool. The PM PowerTrac provides complete explanations for both correct and incorrect answers in citations to the PMBOK® Guide and other recommended references from PMI®. In addition to the simulated exam, there are practice questions by knowledge areas and process groups, and printable flash cards for download. Students are able to view exam scores, track their progress and can take as many practice exams as needed until they're fully prepared to sit for the PMP® exam.

Length of class: 5 days

Preparing for the PMI Agile Certified Practitioner (PMIACP) (Course: 6009)

Description:

This three-day course is designed for those preparing to take PMI's new Agile Certified Practitioner (PMI-ACP)® examination. The course provides participants with comprehensive information concerning the Agile process and framework based on information and resources outlined by PMI, and will also help participants determine readiness for taking the exam, identify areas of strength and areas for improvement, and ultimately prepare them to pass! In addition, the course will satisfy PMI's 21 education hours requirement for certification.

Length of class: 3 days

Project Management Essentials for Team Members (Course: 6181)

Description:

In today's challenging environment, team members are asked to take an active role in projects. Often, these team members have no knowledge of the project management discipline. As such, project team members need to be well-versed in the use of project management tools and techniques. This course provides project team members with the foundational project management knowledge and skills that will allow them to support the project manager in the initiating, planning, executing, monitoring, and controlling needs of the project. It is intended to give team members an overview of the types of tools and techniques that project managers use to balance the competing

demands of scope, time, cost, and quality in a project.

Length of class: 3 days

Scrum Master: A Federal Approach (Course: 6005)

Description:

ScrumMaster: A Federal Approach is a two-day course designed specifically for the Federal workforce. This course addresses ScrumMaster principles, with strong considerations given to existing federal policies and processes. This class addresses how the ScrumMaster can approach existing methodologies. The principles, advantages, and disadvantages of various Agile development methods will become clear to students as they organize and take part in Scrum teams, and participate in role-play activities using Scrum case studies from Federal organizations. In addition, students will develop a detailed understanding of the implicit challenges of being a ScrumMaster and of applying the framework in a Federal environment. Students will gain knowledge, skills, and tools needed to position their projects for future success.

Objectives:

- Fundamentals of Scrum
- Critical characteristics of a successful ScrumMaster
- Successes and challenges in a Federal environment
- How to plan and execute a Scrum project

Length of class: 3 days

Scrum Product Owner: A Federal Approach (Course: 6004)

Description:

This two-day class will provide students with the best practices of Agile Product Owner techniques that will transform and empower their organization.

Students will learn:

- The role of the Agile team Product Owner
- How to work with an Agile team in an organization
- The levels of detail of Agile planning
- Successes and challenges in implementation

Upon completion of this course, students will be able to:

- Describe the framework of Agile development within typical project management
- Recognize key responsibilities of an Agile Product Owner
- Accurately plan sprints and estimate project delivery dates in order to keep the project moving forward
- Build a requirements document by managing and prioritizing the Product Backlog
- Apply effective practices from a Product Owner perspective
- Work effectively on an Agile project with customers, users, and other stakeholders

Length of class: 3 days

System Architecture and Concepts (Course: 6553)

Description:

This course describes the process for concepts and architecture selection based on weighted criteria and trade analysis. You will learn that the ultimate costs of a project is largely determined by early technical decisions, especially the solution concept and that on-going project success is based on sound decisions at every level of decomposition. Students also learn that key among these is the selection of concepts and architectures that make up the solution.

Length of class: 3 days

System Integration, Verification, and Validation (Course: 6554)

Description:

This course describes how to plan, manage, and implement integration, verification, and validation at all levels of decomposition to ensure both the right solution is being built and that the solution is being built correctly. You will learn how to stay abreast of the technical progress of your projects under development in-house or at suppliers

Length of class: 3 days

System Requirement Analysis (Course: 6552)

Description:

Designed to apply a systems engineering approach to align process improvement and project management with your company's missions and goals. Our courses demonstrate how to integrate

your department and agency's processes with its practices. You will learn how to aid our agency in the integration of systems engineering and project management principles to improve your processes by tailoring them to your unique business needs and desired business outcomes. Our training courses ensure the solutions will be both business and technically focused.

Length of class: 3 days

Transitioning from Waterfall to Agile, a Federal Executive Overview (Course: 6006)

Description:

As federal interest in Agile continues to grow, it is helpful for executive leadership to know and understand how experienced users effectively follow this approach. As an executive or someone in a management role, adopting Agile methodologies will enhance and empower every project, task, and decision that takes place in your organization and in your day-to-day management. Built from the ground up specifically for the federal workforce, this course addresses strategy, organizational commitment, preparation, execution, and evaluation of using Agile practices in your organization. It will provide the metrics, methodologies, and best practices of Agile that will transform and empower your organization.

Objectives:

- Principles of Agile methodology
- How to plan strategically to use Agile
- Best practices for planning, implementing and evaluating Agile and providing maximum value for the customer
- How to position Agile to contribute to the long-term success of a federal organization's goals and

Length of class: 3 days

ADVANCED PROGRAM MANAGEMENT TRACK

Program Management (Course: 6190)

Description:

The course contains an integrated case study and walks participants through the life cycle of a

typical program, identifying critical success factors at each step in the process. In addition to the latest insights from the Standard for Program Management, 2nd Edition, this course is packed with practical application tools, techniques and best practices for managing programs. You'll learn to initiate a program, develop a solid business case, manage stakeholders at all levels, develop a detailed roadmap (including program and governance plans), and define key deliverables and outputs needed for realizing program benefits. You'll also manage change and program challenges and close out the program effectively.

Length of class: 3 days

Making Decisions Using Earned Value (Course: 6102)

Description:

This course provides a structured approach to the use of earned value as an integrated part of project management. This course focuses on the tools and techniques required for success in terms of the three phases of project management using earned value: first, to identify the work, then to schedule and resource the work, and finally to monitor the progress of the work and to implement corrective actions. It discusses the typical challenges faced by project managers in the use of earned value and best practices to follow to ensure project success.

Length of class: 2 days

Managing Complex Projects (Course: 6138)

The course contains an integrated case study and walks participants through the life cycle of a typical program, identifying critical success factors at each step in the process. In addition to the latest insights from the Standard for Program Management, 2nd Edition, this course is packed with practical application tools, techniques and best practices for managing programs. You'll learn to initiate a program, develop a solid business case, manage stakeholders at all levels, develop a detailed roadmap (including program and governance plans), and define key deliverables and outputs needed for realizing program benefits. You'll also manage change and program challenges and close out the program effectively.

Length of class: 2 days

Assessing and Recovering Troubled Projects (Course: 6184)

Description:

Assessing and Recovering Challenged Projects explains and reinforces the need for project control

throughout the recovery of challenged projects. It helps you determine the symptoms of a challenged project, create an assessment and recovery process, and prevent future challenged projects. This course is consistent with the knowledge areas of Project Management Institute's A Guide to the Project Management Body of Knowledge.

Objectives:

By the end of this course, you will be able to:

- Analyze scenarios to identify symptoms of challenged projects
- Establish a process for assessing and recovering challenged projects
- Demonstrate the assessment and recovery process' initiating phase
- Explain the assessment and recovery process' planning phase
- Explain the assessment and recovery process' assessment phase
- Explain the assessment and recovery process' recovery phase
- Explain the assessment and recovery process' managing and transition phase
- Discuss the prevention of challenged projects

Length of class: 2 days

Mission Driven Project Management: from Strategy to Action (Course: 6188)

Description:

This course is designed to help you align your projects to business strategy in the most effective way to ensure they deliver on organizational goals and **Objectives:**. This course merges techniques from the world of business strategy and applies them to project management. Participants gain practical knowledge of how to create strategic mission and vision statements that achieve organizational **Objectives:** and align their projects to organizational goals.

Objectives:

By the end of this course, you will be able to:

- Explain organizational strategy and its relationship to projects and project management
- Apply the strategic planning process at the organizational level
- Explain the importance of an organizational mission and vision
- Examine the execution of strategy through organizational structure and culture
- Calculate an organization's competitive strength using analysis tools
- Explain the influence of politics on project success
- Examine the influence of organizational strategy on the business system approach to project management

- Evaluate a project's alignment with organizational strategy
- Explain the entrepreneurial approach to project management
- Develop a business plan to communicate the entrepreneurial vision

Length of class: 2 days

Leading and Managing High Performing Project Teams (Course: 6183)

Description:

This course provides a unique opportunity to develop core competencies in such people skills as improving self-understanding, assessing the effectiveness of others, team building, leadership, motivation, and conflict resolution. Participants gain a practical understanding of how to assess and sustain effective team performance throughout the project life cycle, as well as how to identify and resolve key resource issues

Course **Objectives:**

By the end of this course, you will be able to:

- Identify the characteristics of high-performing project teams
- Apply leadership skills to develop team members' competence and commitment
- Effectively launch a new project team
- Encourage peak performance in project teams
- Lead and manage remote project teams

Length of class: 2 days

Managing Stakeholders Expectations in the Federal Environment (Course: 6162)

Description:

Focuses on a stakeholder-based approach in projects and examines what it takes to actively and successfully build and manage relationships with our stakeholders, focusing on identifying and meeting their needs, requirements, and priorities. Several key organizational issues around stakeholder management are also examined: power, influence, and authority. This course

addresses the critical skills of actively managing stakeholder needs and expectations, and also developing and managing the stakeholder relationship. Tools are explored which are designed to aid in the discovery and management of stakeholder and team expectations. Participants will gain a thorough understanding of steps to take to ensure a continued alignment between stakeholder expectations and project **Objectives**;, and will also be able to develop a successful stakeholder management process.

Course **Objectives**:

- Describe the importance of effective stakeholder management
- Identify project stakeholders
- Develop a stakeholder management plan
- Manage and control stakeholder engagement
- Create an on-the-job action plan

Length of class: 2 days

Strategic Portfolio and Resource Management (Course: 8187)

Description:

provides a structured approach to creating and managing a project portfolio. This two-day course helps students understand the value of portfolio management; identify and explain the portfolio stakeholder roles and responsibilities; define and understand a portfolio management process; identify tools, techniques, and best practices for portfolio management; and identify the roles of the program management office (PMO) or portfolio executive office (PEO) in effective portfolio management.

Objectives:

- Examine the benefits of project portfolio management
- Assess how project portfolio management contributes to organizational success
- Formulate a plan for identifying and applying selection criteria to project portfolio components
- Interpret the principles of strategic resourcing
- Formulate effective project portfolio reports
- Select tools and techniques to balance a project portfolio

Length of class: 2 days

ASSOCIATE PROJECT MANAGEMENT CERTIFICATE PROGRAM

The Project Management Associate Track will help you to understand the foundational principles of project management while the Project Management Master Track attests to your commitment to, and investment in, project excellence.

Understand the basic management principles and skills needed to support projects. Improve your project results through the use of project management best practices. This program is designed for project team members, project administrators, project support staff, and anyone interested in exploring the project management profession.

Core Courses (REQUIRED)

- Project Management Principles or Managing IT Projects
- Leadership and Communication Skills For Project Managers
- Managing Scope, Schedule, and Cost

Elective Courses

None Required

TOTAL: 3 Courses

MASTER'S CERTIFICATE IN PROJECT MANAGEMENT

Learn techniques and practices that reduce or eliminate redundancy and re-work. Prepare for PMI's Project Management Professional (PMP®) certification exam by developing project management skills and best practices. This program is designed for project managers interested in best practices that apply to diverse projects in multiple industries.

Core Courses (REQUIRED)

- Project Management Principles (3 days classroom or 3 days online)
- Project Risk Management (3 days classroom)
- Leadership and Communication Skills for Project Managers (3 days classroom or 3 days online)
- Managing Scope, Schedule & Cost (3 days classroom or 3 days online)

Elective Courses (CHOOSE 2)

- Agile Project Management for the Federal Environment
- Building Business Cases
- Capital Asset Planning and Justification Using OMB Criteria
- Making Decisions Using Earned Value
- Managing Multiple Projects
- Managing Project Quality
- Procurement for Project Managers
- Project Cost Estimating
- Requirements Management for Project Managers

CAPSTONE COURSE (REQUIRED)

- Project Management Simulation (4 days classroom)

TOTAL: 7 Courses

MASTER'S CERTIFICATE IN PROJECT MANAGEMENT **IT Project Management Concentration**

Effectively manage and execute complex IT, software development, and communications projects. Fine-tune leadership and management skills to augment current expertise, establishing yourself as a vital management resource on IT projects. Courses will prepare you to take PMI's PMP® certification exam. This program is designed for seasoned project managers involved in IT, software development, or systems integration projects.

Core Courses (REQUIRED)

- Managing IT Projects (4 days classroom or 4 days online)
- IT Project Risk Management (**3 days** classroom or **3 days** online)
- Leadership and Communication Skills for Project Managers (3 days classroom or 3 days online)
- Managing Scope, Schedule & Cost (**3 days** classroom or **3 days** online)

Elective Courses (CHOOSE 2)

- Agile Project Management for the Federal Environment
- Building Business Cases
- Capital Asset Planning and Justification Using OMB Criteria
- Making Decisions Using Earned Value
- Managing Multiple Projects
- Managing Project Quality



COURSE CATALOG

- Procurement for Project Managers
- Project Cost Estimating
- Requirements Management or Project Managers

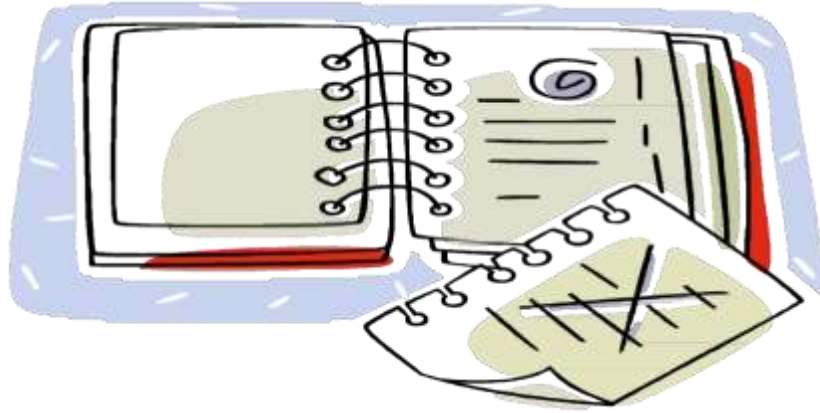
CAPSTONE COURSE (REQUIRED)

- Project Management Simulation (4 days classroom)

TOTAL: 7 Courses



Program Analyst Certificate Program (5 Courses)



Critical Thinking for Problem Solving

Description:

This course is designed to introduce participants to the principles of critical thinking and problem solving. Through individual and small-and large-group activities, participants examine the basic structure of a sound argument, discuss blocks to critical thinking and fallacies of logic, explore how to expand perceptions and challenge assumptions, and assess their cognitive thinking style. Participants will also identify and define problems, identify the root cause of the problem, formulate decision criteria, determine and assess alternative solutions, implement the best alternative, and evaluate the implemented solution. Throughout the course, participants apply critical thinking and problem solving methods to their own workplace situations.

Length of class: 3 days

Data Collection Techniques

computer class 1:1 participant to computer

Description:

Getting good data for analysis, particularly in the context of your organization's data management, is often the most difficult step! This course focuses on the issues of data

collection and the tools and techniques for dealing with them. Individuals who want to improve their analytical skills and refine their approach to analyzing data for decision making within the context of their organization. You will learn to: Describe the Analytics Process Model; Define the organization's issues to be analyzed; Identify what you need to know before you put together a data collection plan; Select the appropriate means of data collection; Use secondary data to support analyses; Utilize basic database query techniques; Explore the data using statistical techniques; Produce a concise description of the data; Verify data quality; Cleanse data in preparation for analysis; Select data sets and sub-sets to be used; Integrate data from multiple sources.

Length of class: 3 days

Data Analysis and Modeling Techniques

computer class 1:1 participant to computer

Description:

This course will provide you with some of the core tools used to analyze data. Learn not only the techniques, but also how to interpret them to answer your organization's toughest questions! Individuals who want to improve their analytical skills and refine their approach to analyzing data for decision making. You will learn to: select the appropriate technique for your analysis situation; evaluate the performance of an analysis in meeting organizational goals; utilize simulation, sensitivity analysis, and other techniques to solve complex problems; explain relationships in the data using regression analysis
create control charts to monitor performance.

Length of class: 4 days

Evaluating and Presenting Analysis Results

computer class 1:1 participant to computer

Description:

A great analysis is worthless if no one understands the results or knows how to act upon them. This course focuses on effectively communicating the implications of your analysis results. Individuals who want to improve their analytical skills and refine their approach to analyzing data for decision making. You will learn to: Evaluate whether or not an analysis has met its goals; determine what next steps are necessary prior to finalizing an analysis;

evaluate and select the most appropriate method to present both quantitative and qualitative results to various stakeholders; draft a reader-friendly outline for an analysis results report; write an executive summary for an analysis results report; develop tables, graphs, and charts that convey information quickly and concisely; develop a clear message that effectively communicates the implications of your result.

Length of class: **3 days**

Strategic Planning and Performance Measurement

Description:

Managers and other professionals interested in measuring, reporting, and improving organizational, program, or work unit performance.

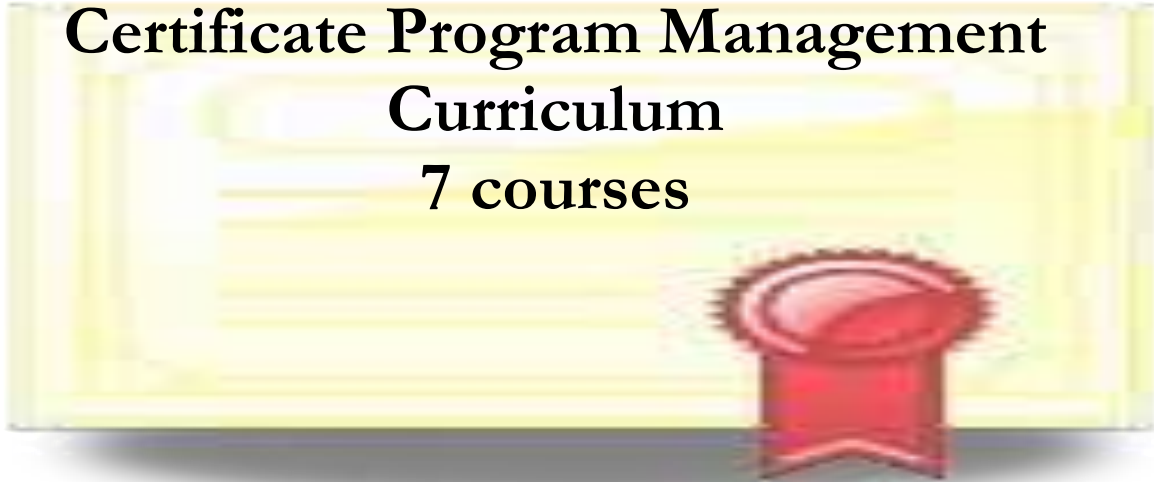
You will learn to: assess how strategic planning impacts the organization and the individual set performance goals and **Objectives**; create or select measurable outcomes to meet organization, program, or unit

Objectives; improve accountability, decision-making, and resource-allocation processes; distinguish between viable measures and surrogates that waste organizational time; use proven, practical approaches for dealing with hard-to-measure outcomes; align appropriate measures with your unit's mission (or mandate), goals, and **Objectives**; apply balanced scorecard principles and methods to measure performance report findings; and gain support of decision makers

Length of class: **3 days**

Certificate Program Management Curriculum

7 courses



The Program Management Development Curriculum was created to meet the needs of the increasing number of professionals responsible for managing programs. Demonstrate expertise in managing multiple, complex projects and aligning results to organizational strategy and **Objectives:** These courses will prepare you with practical tools, techniques, and best practices for managing programs.

You must take the following courses...

- **Program Management**
- **Making Decisions Using Earned Value**
- **Managing Complex Projects (Course: 6138)**
- **Accessing and Recovering Troubled Projects**

Then take at least three (3) of the following...

✓ **Mission Driven Project Management From Strategy to Action**

✓ **Requirements Management for Project Managers**

✓ **Leadership and Communication Skills for Federal Project Managers**

✓ **Lending and Managing High-Performing Project Teams**

Business Analysis Track

Professional Certificate in Business Analysis

5 courses



The Business Analysis curriculum provides business and IT professionals with the knowledge and skills needed to ensure solutions meet or exceed your organization's goals and **Objectives:**. It helps professionals integrate the business, technical, and management competencies required to successfully identify, validate, and manage the business and system requirements of any process or IT change project. This business analysis curriculum is consistent with A Guide to the Business Analysis Body of Knowledge (BABOK® Guide). These courses are designed to assist professionals in integrating the business, technical, and management competencies required to successfully identify, validate, and manage the business and system requirements of any process.

Business Analysis Associate Track

Associate Track provides foundational business and IT professionals with the knowledge and skills needed to ensure solutions meet or exceed your organization's goals and **Objectives:**.

Core Courses

Crafting High-Quality Requirements (3 days classroom or 3 days online)
Principles of Business Analysis (3 days classroom or 3 days online)
Verifying and Validating the Solution (3 days classroom)

Two additional courses from our Business Analysis Curriculum**Elective Courses**

Choose two courses from the following:

Any course in our Core Project Management Curriculum

Core Courses (Required)**Principles of Business Analysis (Course: 6310)**

Description:

Principles of Business Analysis is the flagship course of the Business Analysis Certificate Program. The course introduces techniques from Six Sigma to define value; project management to plan, manage, and communicate; requirements management to elicit, analyze, solicit, and verify requirements; and enterprise architecture to promote knowledge retention, reduction of complexity, and reuse. This course is tailored for business unit managers and analysts who are seeking to understand and control their current business processes and to derive business requirements for process and automation projects that add value to the organization. It is a sound foundation in business analysis concepts and lays the groundwork for future, advanced studies. This course will equip a participant with the practical skills required to succeed and grow in the business analyst role, effectively communicate requirements to the technical team before solutions are designed and implemented, and create key deliverable documents.

Length of class: 3 days

Building Business Cases (Course: 6314)

Description:

A solid business case is critical to ensure an organization is investing in the right projects. It provides the information to determine that the project will deliver value and align with organizational priorities compared to alternative investments. In today's climate of constrained resources, organizations must work on the highest value opportunities. The business case assesses the costs and benefits of a potential initiative. It provides the justification for the project in terms of value added to the organization as a result of the solution and is used to select and prioritize opportunities. *Building Business Cases* will equip students with the techniques to develop a defensible business case for projects. Learn how to specify benefits and complete a clear cost-benefit analysis.

Verifying & Validating the Solution (Course: 6312)

Description:

Learn to reduce conflict, decrease defects, and increase customer satisfaction through implementation of requirements verification and validation of solutions. Discover how to identify and manage requirement risks. Create requirements traceability processes through matrices and use cases. Examine the specific verification and validation activities that the business analyst must perform to ensure the delivery of a high-quality business solution.

Verifying & Validating the Solution introduces the fundamental techniques and best practices used to assess and validate solutions. It discusses the necessary tasks, techniques, and processes for defining and classifying requirements, assessing proposed solutions, allocating requirements, assessing readiness, and performing solution validation. The course also identifies approaches to traceability, types of requirements packages, and the phases of solution validation.

Length of class: 3 days

Crafting High-Quality Requirements

Description:

Whether outsourced or in-house, every IT development project needs exceptional requirements management. Up to seventy percent of IT project failures are tied directly to poor requirements management. The primary reasons for the success and failure of projects center on well-defined and managed requirements. *Crafting High-Quality Requirements* provides the information necessary to reduce requirements-driven causes of project failure. This course will help participants develop a proactive environment for requirements gathering and analysis. This course explains ways to identify, document, analyze, and track requirements. It also illustrates the importance of allocating and tracing requirements, and discusses validation and verification. Methods for developing tools and techniques used throughout the requirements process will be presented. Best practice templates and documents to reduce requirements-induced defects will be created.

Length of class: 3 days

Elective Courses (Chose 2)

Agile Business Analysis (Course: 6315)

Description:

Agile is rapidly becoming the product development methodology of choice. The role of the Business Analyst (BA) is vital to the success of any Agile team. In order to remain competitive, organizations are moving toward Agile, and the Business Analyst has an opportunity to take a leading role in embracing this change. This course leverages core concepts from the IIBA® A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide), useful concepts from the IIBA® BABOK® Agile Extension draft, lean, scrum and XP. *Agile Business Analysis* focuses on a framework of tools, techniques, and tips that can be used to improve analysis on Agile projects. It provides participants with an understanding of the changing role of the business analyst and the tools and techniques best suited to Agile projects.

Length of class: 3 days

Facilitation Skills for Business Analysts (Course: 6304)

Description:

Business analysts must determine and plan the requirements elicitation, analysis, documentation, and validation activities that will be performed on projects, the documents and models that will be produced, and how changes to requirements will be controlled and managed. In order to be able to effectively create business analysis planning deliverables, and to manage the requirements process, it is critical that essential project management concepts, skills and techniques are utilized. Successful projects require collaboration among all stakeholders, which must be planned and facilitated throughout the project. This course is designed for business and IT professionals who want to learn how to plan, manage, and achieve expected results from a facilitated event. *Facilitation Skills for Business Analysts* will help you develop facilitation skills to build teams, reach true consensus, and manage productive facilitated events.

Length of class: 3 days

Leadership and Communications Skills for Business Analysts (Course 8305)

Leadership & Communication Skills for Project Managers explains the challenges and issues concerning effective project leadership and how to best meet these challenges. It evaluates various motivational approaches, helps project leaders assess their own personal styles, describes barriers to team performance and the stages of team development, explains how to best resolve conflicts and manage agreement, and how to enhance communications effectiveness. Develop the necessary skills to get the maximum performance from every member of the team. Apply the methods of leadership that are most appropriate for achieving project success. Discover which forms of leadership and communication are best suited to the attendees' personality. Learn techniques for resolving conflict

and managing team issues. Gain hands-on experience in analyzing stages of team development and maximizing project team effectiveness.

Length of Course: 3 days

Project Management Skills for Business Analysts (Course 6303)

Description:

The primary purpose of this course is to provide the essential project management concepts and techniques to effectively:

- Plan for the creation of the business analysis deliverables and activities
- Manage the requirements process and BA activities

Objectives:

- Explain the relationship between project management and business analysis
- Apply the steps of the Development Life Cycle (DLC)
- Use and tailor standard project cycles in the planning and management of projects
- Apply scope management processes to create and manage the requirements
- Apply time management processes to create and manage a valid, defensible schedule for BA activities
- Apply cost management processes to create and manage a budget for BA activities
- Apply communications management processes to manage information
- Apply risk management processes to to manage requirement risks
- Create an on-the-job action plan

Business Skills Certificate Program



Core Courses (Chose 4)

FROM TACTICAL TO STRATEGIC THINKING

DESCRIPTION:

In today's organizations front-line leaders are rewarded for their technical, tactical, and operational prowess by being promoted into leadership roles. As leaders advance in their careers, they need to move from a tactical to a strategic perspective. As stewards of people, time, and resources, leaders must be able to understand and maintain a strategic, balanced perspective on multiple fronts of the organization. This includes working both "in" the work on a day-to-day basis while also working "on" the organization from a strategic perspective. This highly experiential and interactive course puts leaders in the driver's seat from the onset of the course by opening with a detailed case study of a leader who has an opportunity to move from a tactical to a strategic perspective. This case, coupled with hands-on and pragmatic exercises, encourages participants to utilize a strategic framework and their own workplace experiences to identify strategic interests of their organization. Participants apply their learning to a number of real life situations before planning ways to move from a tactical to a strategic perspective in their own roles as leaders. Participants also begin and end the course by examining how much time they spend in a tactical mindset and a strategic mindset, respectively.

Length of class: 3 days

BRIEFING AND PRESENTATION SKILLS**DESCRIPTION**

Briefing and presentation skills are valuable assets for both professional success and personal satisfaction. However, many people find speaking before a group to be a daunting experience. Presenting ideas in a clear, concise, convincing manner to a variety of audiences enhances the ability of individuals to represent and promote themselves and their agencies or organization internally and externally. This course is designed for individuals who want to improve the quality and impact of their briefings and presentations. Through practice presentation sessions, videotaping, small- and large-group discussions, practical exercises, and individual coaching and feedback sessions, participants learn how to prepare for and deliver briefings and presentations. The emphasis is on practical skills. Participants follow a step-by-step process to plan for and deliver an individual presentation and a team briefing, view the results of their present

Length of class: 3 days

CRITICAL THINKING for PROBLEM SOLVING DESCRIPTION

This course is designed to introduce participants to the principles of critical thinking and problem-solving. Through individual and small- and large-group activities, participants examine the basic structure of a sound argument, discuss obstacles to critical thinking and fallacies of logic, explore how to expand perceptions and challenge assumptions, and assess their cognitive thinking style. Participants will also identify and define problems, identify the root cause of the problem, formulate decision criteria, determine and assess alternative solutions, implement the best alternative, and evaluate the implemented solution. throughout the course, participants apply critical thinking and problem-solving methods to their own workplace situations.

Length of class: 3 days

FEDERAL FINANCIAL OVERVIEW DESCRIPTION

This course builds basic literacy in federal financial management processes, laws, and regulations. By developing students' knowledge of how financial resources flow into and through organizations and programs, this course positions students to better contribute to the overall effectiveness of their organization. The course provides students with a solid understanding of budgeting, accounting, and performance management, focusing on the relationships of these functions within the federal government.

Length of class:

3 days

ENGAGING LEADERSHIP DESCRIPTION

Learning how to engage others should be on the forefront of every leader's mind as engagement is what fosters effective performance. Significant research has shown workplace disengagement is costing organizations across the world billions of dollars as decreases in employee satisfaction, higher turnover, lower productivity, and an overwhelming lack of commitment pervade the workforce. Yet it is possible for leaders to increase engagement and spark more effective performance within their teams and in the workplace by becoming more engaging leaders. With research showing that 55% of the workforce is not engaged and 19% is actively disengaged, leaders and managers have a huge opportunity to increase the passion, connectedness, commitment, and excitement that employees feel about their work. It is a result of engaging leadership that employees are willing to give their discretionary effort and perform more effectively as individuals and part of teams. Based on the fast-selling book, *The Cornerstones of Engaging Leadership®*, this interactive course will reveal the key actions a leader must take to connect with and engage others: build trust, leverage unique motivators, manage performance from a people-centric perspective, and engage people emotionally. By committing to these four cornerstones of engagement, leaders can unleash the potential of others

Length of class: 3 days

LEADING CULTURAL TRANSFORMATION DESCRIPTION

In response to the current administration's focus on senior leadership training, this course is designed for GS-14 and above potential and new SES leaders in government. There is a need to increase the skills of those that are currently leading and have the potential to achieve higher leadership positions in the government. Compared to similar courses on the market, Leading Cultural Transformation is competitively priced, conveniently located, requires less extended time away from the office, and provides a strong follow-up and community of practice components. *Leading Cultural Transformation* is a course designed for senior leaders who seek to transform their organizational culture through an intentional, masterful approach to a sustained evolution. This will be a four day course, delivered one day a month for four consecutive months. Participants will be asked to connect with other senior leaders in between course sessions.

Length of class: 4 days

COMMUNICATING STRATEGICALLY DESCRIPTION

Strategic thinking, strategic planning, and strategic communication are common business terms and practices, yet many remain unsure about how to communicate strategically on a personal level. Understanding how strategic communication impacts organizations as a whole and how to communicate more strategically with others are the focal points of this course. Participants will investigate and practice methods of strategic communication to achieve desired actions, create alliances, build networks, and work cross-functionally. This course is designed to assist individuals in communicating more effectively with others using targeted, strategic methods. Through highly interactive large- and small-group activities, self-assessments, and discussion, participants will learn and practice various methods of strategic communication, highlighting the ways in which it can be used to influence and affect others. Participants will use a personal situation to provide context to the course and to help them create a unique approach to communicating strategically. Participants will learn how to create effective strategic plans and how to develop and deliver powerful strategic messages to a variety of audiences.

Length of class: 2 days

Electives (Chose 1)

NEGOTIATION SKILLS DESCRIPTION

In our ever-changing and complex world, negotiation skills can help individuals ensure success. This course provides professionals the skills necessary to effectively negotiate with internal and external stakeholders. This course provides supervisors and managers with core negotiation skills and the critical steps in the negotiation process. Participants are introduced to the concept, stages, and elements of successful negotiation. Through interactive activities, participants practice applying negotiation skills to a variety of situations which will help them develop skills to increase their power, recover stalled negotiations, develop creative solutions, and determine the best alternative to the negotiated

Length of class: 2 days

INTERPERSONAL SKILLS: DEVELOPING EFFECTIVE RELATIONSHIPS

DESCRIPTION

Individuals in organizations typically spend the majority of their time communicating with others internal and external to the organization. Effective communication is a critical component of organizational success, whether it is at the interpersonal, group, intra-group, or

organizational level. Poor communication will inevitably impact employees' ability to - comprehensive on-site, competency-based leadership and management development program. This course is intended to assist individuals in recognizing their own communication styles and how their individual styles differ from the communication styles of others in the workplace. Additionally, participants learn how to improve their interpersonal skills and how to maintain relationships over time. Through interactive activities, self-assessments, and discussions, participants gain an awareness of their communication styles and learn strategies to resolve conflict and strategies for communicating effectively with those whose styles are unlike their own. Participants learn skills to communicate and listen effectively and maintain relationships through inspiring trust and giving and receiving feedback.

Length of class: 3 days

INFLUENCING SKILLS DESCRIPTION

Influencing skills are increasingly important to being personally effective in today's constantly evolving business world. Successful employees are skilled in producing results by establishing trust and rapport, navigating organizational politics, successfully conveying their points of view, and gaining commitment for action from individuals within and outside their organizations. Influencing Skills is designed for professionals who want to expand their personal influence within their organization, learn to overcome obstacles, and discover influencing strategies to help build relationships. Through highly interactive activities and discussions, participants learn how to assess influence situations, practice using a variety of influencing behaviors, and build networks. During the course, participants apply learned skills to current work-related influence challenges.

Length of class: 2 days

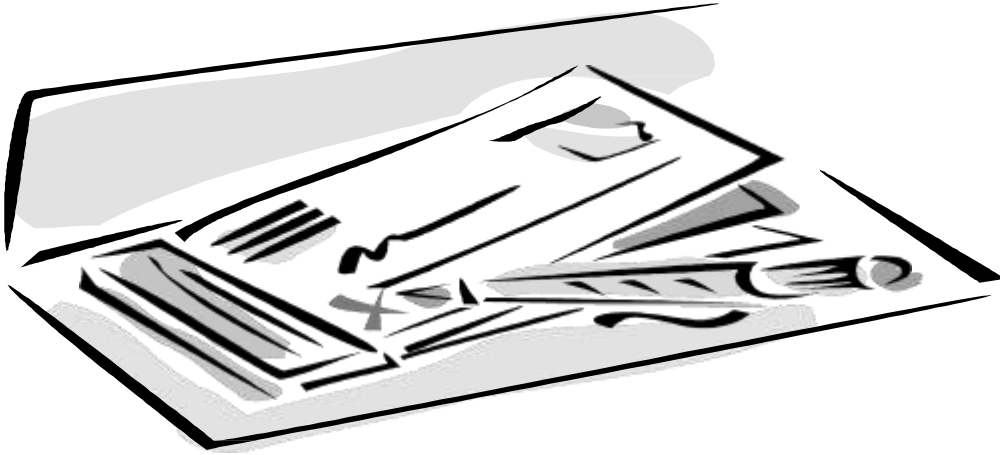
ANALYZING AND DOCUMENTING BUSINESS PROCESSES DESCRIPTION

In these fast-moving times of highly competitive challenges, the business analyst must be prepared to analyze the business itself – not just the software and hardware – but the business itself to uncover inefficiency, redundancy, and other opportunities to improve the process of delivering a quality product. One of the primary roles of the business analyst is to examine current business processes to determine where these inefficiencies lie to find the source of business problems. This course addresses the acquisition of information to determine the business process, analytical techniques aimed at defining the business problem, and modeling techniques for diagramming business processes.

Length of class: 3 days

Financial Analyst Certificate

Professional Certificate in Financial Skills



Appropriations Law Seminar

Description:

Designed for everyone who deals with “money” in the federal government, including budget analysts, accountants, auditors, contracting officers, purchase card holders and approving managers, certifying officers, program managers, and attorneys. You will learn to: Determine the legal availability of appropriations (including food, gifts, awards, taxes, and clothing) as to purpose, time, and amount; promote the legal obligation of funds; ensure that obligations are charged to the correct fund sources; avoid violations of the Anti-deficiency Act (ADA), avoid negative audit and congressional reports, avoid spending personal money to correct errors as a certifying officer or purchase card holder

NOTE: CP-11 MANDATORY COURSE

Length of class: 4 days

Budget Analyst's Essential Guide to Formulation, Justification, and Execution

Description:

Designed for financial management and nonfinancial management personnel who could benefit from a guided tour through the federal budget process to improve their skills in formulating, justifying, and executing agency budgets. You will learn to: facilitate your agency's participation in

the federal budget process; budget for costs involving labor and non-labor categories by object class and major program activity; identify the characteristics of a results-oriented justification; collaborate with program managers to track, monitor, and analyze program spending; ensure alignment with the financial plan and apply tools to modify it when appropriate; budget for agency performance based on legislative and OMB requirements.

Length of class: **3 days**

Financial Management of Business Operations in Government

Description:

Designed for experienced federal accountants, financial managers, operational managers, and budget analysts who are involved in or wish to understand the financial management aspects of working capital funds, revolving funds, franchise funds, and reimbursable activities. You will learn to: Compare funding mechanisms used in the federal government; discuss the advantages of using business operations; determine the approval path for revolving funds and reimbursements; budget to establish a revolving fund; budget for and execute fiscal year funds; define cash management .

Length of class: **3 days**

Internal Controls over Financial Reporting

Description:

Designed for chief Financial Officer (CFO) staff, auditors, and contractors involved in implementing the requirement for Internal Control over Financial Reporting (ICOFR) per OMB Circular A-123, Appendix A. Prior experience with or knowledge of internal controls and federal financial statements is recommended. You will learn to: understand and apply a structured and systematic approach to ICOFR; define and explain the relevant terminology, concepts, and requirements; identify the roles and responsibilities of the participants in the ICOFR process; explain relationships between the key programmatic and financial stakeholders; coordinate ICOFR requirements with performance and accountability reporting and other related requirements.

Length of class: **3 days**

Appropriations Law Refresher

Description:

This course covers the latest changes in the GAO's Principles of Federal Appropriations Law (Red Book) to help you understand recent appropriations law case rulings. It also introduces powerful research tools and Internet resources. You will learn to: recognize and apply changes to appropriations law since you took the Appropriations Law Seminar. Examples include: latitude for serving food and refreshments; personal qualification expenses and credit monitoring services; new decisions about gifts and contests; personal services equipment in the office such as: refrigerators, microwaves, and coffee makers; Anti-deficiency Act (ADA) reporting requirements; lobbying; contracts for severable services; obligation of grants.

Length of class: 1 day**Federal Accounting Fundamentals****Description:**

Designed for Federal financial staff involved in any aspect of federal accounting policies, procedures, and principles or in the implementation of financial systems relating to the use of the U.S. Standard General Ledger (USSGL). This course is designed as an introduction to federal accounting terminology and concepts. You will learn to: Locate the appropriate sources of guidance relating to federal accounting; define the budgetary and proprietary accounting equations and their components; associate basic accounting transactions with the appropriate USSGL accounts; record budgetary and proprietary transactions using the USSGL for the phases of the accounting and budget execution cycles; record basic adjusting and closing entries; identify the principal financial statements for the federal government and their main components

Length of class: 2 days

Real Property Leasing Courses



Federal Real Property Lease Law

Description:

This training course concentrates on ways to identify and avoid legal problems that arise while soliciting for and administering leases. Through the case study method using actual court decisions, students will learn to apply proper legal principles to the work they do every day. Students also will work extensively with the clauses typically found in federal leases, including GSA Form 3517. This is one of the courses required to qualify for a leasing warrant.

Length of class: 5 days

Cost and Price Analysis of Lease Proposals

Description:

This specialized training course is essential for those involved in evaluating lease proposals. Through the use of practical exercises, students will learn the analysis techniques needed to establish realistic negotiation **Objectives:**. This is one of the courses that satisfy mandatory training requirements to qualify for a leasing warrant.

Length of class: 5 days

Techniques of Negotiating Federal Real Property Leases

Description:

This specialized training course is essential for those involved in evaluating lease proposals. Through the use of practical exercises, students will learn the analysis techniques needed to establish realistic negotiation **Objectives:**. This is one of the courses that satisfy mandatory training requirements to qualify for a leasing warrant.

Length of class: 5 days

Lease Administration

Description:

Designed for the practitioner, this training course provides useful information on the technical direction and enforcement of real property leases. Appropriate for leasing specialists, real property managers, or contracting officer's representatives, this course covers a wide range of contract management issues from initial build out of the space through ongoing performance management to termination procedures.

Length of class: 5 days

Lease Acquisition Training (LAT)

Description:

Designed for the practitioner, this training course provides useful information on the technical direction and enforcement of real property leases. Appropriate for leasing specialists, real property managers, or contracting officer's representatives, this course covers a wide range of contract management issues from initial build out of the space through ongoing performance management to termination procedures.

Length of class: 4 days



Soft Skills Courses



"Soft skills" are the personal qualities, habits, attitudes and social styles that make someone. Research suggests and experience shows that good soft skills can be just as important an indicator of job performance as hard skills.

Advanced Writing Skills

Description:

This program goes beyond basic business writing skills. You will learn how to write with style, elegance, and effectiveness as you practice the skills of persuasive, creative, and technical writing. Whether you want to inform, motivate, or simply entertain, you will walk away with the writing techniques to get the job done.

Objectives:

- Write with elegance and style
- Develop a professional writing style
- Learn guidelines for creative, persuasive, and technical writing
- Overcome writer's block and avoid common writing errors
- Understand your readers' needs and grab their attention

Length of class: 2 days

Business Etiquette

Description:

What does your personal image say about you? Whether you're writing an email, participating in a meeting or wearing the proper attire in the workplace, you must conduct yourself in the most professional manner. Proper business etiquette can have a lasting impression. This program will help you improve your image and credibility.

Objectives:

- Define business etiquette
- Enhance outward and inward image
- Dining tips and techniques
- Emotional intelligence
- Email etiquette rules
- Code of conduct in meetings
- Etiquette in the office
- Technical gadgets etiquette
- Communications skills

Length of class: 2 days

Bridging Multi-Generational Gaps

Description:

Today's workforce is not just diverse in culture and gender. Employees of all ages are not working together in teams and workgroups. In this high-impact training course, you will learn communication techniques for communicating more effectively with coworkers and customers from different generational backgrounds.

Objectives:

- Understand how generational gaps occur.
- Overview the four generations in the workplace.
- Examine workplace characteristics of each generation.
- Identify the styles, ethics, values and perceptions of each generation.

- Apply skills for communicating with differing generations.
- Defuse conflict and confusion between generations.
- Capitalize on the strengths of a generational workforce.
- Implement a code of conduct for generational cooperation.
- Create a positive, productive environment where generations are appreciated.

Length of Class: 2 days

Fostering a Respectful Workplace

Description:

This course emphasizes the reality and importance of cultural differences in today's workplace. You will learn to understand and appreciate all types of people; how one's historical culture shapes current attitudes and behaviors towards individuals from other culture, and what they bring to your organization. You will explore diversity and differing perspectives, and create a workplace that is accepting and appreciative of all types of employees.

Objectives:

- Learn how managing diversity in the workplace can benefit and enhance productivity.
- Promote diversity as a positive concept.
- Know how to distinguish between ethnicity and race.
- Understand discrimination and cultural awareness.
- Examine gender differences.
- Learn conflict-resolution skills that enhance relationships.
- Defuse anger and avoid defensiveness.
- Build solid rapport with employees.
- Identify EEO laws and understand the difference between EEO and diversity

Length of Course: 2 days

Problem Solving and Creative Thinking

Description:

During this high-impact program, we will introduce tools and insights for problem solving at work and in every facet of life. You'll learn to make better and quicker decisions, produce better outcomes, and fully utilize the assets you already have. Through case study analysis and group

activities, you'll learn how to optimize your ability to achieve your goals.

Objectives:

- Apply effective problem solving techniques.
- Use creative thinking to discuss and identify a broader range of alternatives.
- Define and gather relevant data.
- Use questioning techniques to uncover relevant information.
- Prioritize tasks and responsibilities.
- Implement plausible solutions to difficult situations.
- Troubleshoot while under pressure.
- Make sound, well-informed decisions more confidently, with less hesitation.
- Effectively utilize decision making time to achieve maximum productivity.
- View problems from different perspectives.
- Participate in and facilitate effective meetings.

Length of Class:2 days

Conflict Resolution for Managers**Description:**

This highly energetic program teaches supervisors and managers how to utilize the power of compromise, the art of communication, and the strength of synergy. You'll learn how to handle anger and confrontation, strengthen relationships, and effectively negotiate small disputes as well as highly charged arguments. You'll see a difference right away, and your workplace will be happier, more enthusiastic, and much more positive.

Objectives:

- Assess your conflict style.
- Understand differences in others and how to respond to them.
- Use a proactive approach to preventing conflict.
- Manage emotions for positive outcomes.
- Defuse anger and avoid confrontation.
- Create a positive work environment and develop a professional code.

Length of Class:2 days

Creating a Positive Environment**Description:**

This course emphasizes the importance of working in a positive, productive workplace. You will learn team building techniques that promote values, trust and respect. You will apply interpersonal relationship building tools for getting along and working side-by-side toward common goals. And

you learn wellness strategies for maintaining balance even during crises and hectic times.

Objectives:

- Identify personal and team values to build cohesiveness.
- Create an atmosphere of trust and respect.
- Develop a code of conduct.
- Build solid relationships with customers and coworkers.
- Learn conflict-resolution skills that enhance relationships.
- Defuse anger and avoid defensiveness.
- Identify healthy habits for positive performance.
- Stay positive and enthusiastic.
- Reduce stress and anxiety.
- Balance challenges of life and work.

Length of Class:2 days

Communication Skills for Managers

Description:

As a leader, your communication skills are your most important asset. This skill-packed program will help you better communicate with your employees, respond to conflict, handle difficult situations, and build professional relationships. Learn interpersonal skills to help you conquer office politics, develop rapport, and defuse bad situations. Increase cooperation, enthusiasm, personal productivity, and, most importantly, job satisfaction.

Objectives:

- Understand and adjust to personality differences.
- Recognize non-verbal communication.
- Assertively communicate.
- Handle difficult employees and situations.
- Resolve conflict and defuse anger.
- Build solid rapport with employees.

Length of Class:2 days

Accountable Leadership

Description:

Once it was enough to get the job done and sign off on it. Moving into the global arena, that's no longer good enough. At every level, today's managers and staff must take command of every task, process and protocol. This powerful one-day class will lay it all out in terms you can understand.

Objectives:

- Make decisions more confidently, with less hesitation.
- Apply higher levels of thought to an organizational perspective.
- Create a formula for following up – at all levels, for all tasks.
- Better anticipate the impacts of actions, and non-actions.
- Anticipate bottlenecks, barriers and other problems when doing business in a multi-national, multi-cultural arena.
- Take the blinders off when evaluating personal and corporate business practices.
- Embrace change as a tool for success

Length of Class:2 days

Proof Reading and Editing

Description:

Too many poorly written documents are the result of incomplete editing and poor proofreading. Writers can get overly concerned about the nit-picking details of grammar and punctuation and forget about clarity and style. This workshop will help you work through the proofreading and editing process and help you avoid embarrassing mistakes that can ruin your professional documents.

Objectives:

- Apply standards for editing and proofreading.
- Learn step-by-step methods for proper proofreading.
- Identify common mistakes.
- Practice proofreading letters, email and other documents.

Length of class: 2 days

Customer Service and Telephone Techniques

Description:

High quality customer service is critical for success. Today, all employees are customer service representatives, and virtually everything you do affects the name and reputation of your organization. This course will teach you how to exceed your customers' expectations. You'll learn how to defuse difficult situations, convey a professional image, and provide world-class customer service over the phone.

Objectives:

- Examine the benefits of customer service and develop customer focus.
- Evaluate behavior that helps and hinders customer service.

- Keep your customers first in mind and create win-win solutions.
- Understand customer perceptions and expectations.
- Overcome obstacles over the phone while creating solutions for customer problems.
- Apply strategies for developing lifetime customers.

Length of class: 2 days

Team Development

Description:

This course is designed to enable employees to effectively accomplish their mission by providing a common understanding and foundation in team concepts, models, tools and techniques.

Length of class: 2 days

Negotiation Skills for Life and Business

Description:

This program will teach you the necessary skills to create win-win solutions for the smallest problems to the most complex business deals. You will learn how to determine what's fair for both sides and how to get what they deserve, without leaving too much on the table.

Length of class: 2 days

Interpersonal Communication

Description:

This course is recommended for all employees who want to develop their interpersonal skills to better communicate knowledge to others. Assess interpersonal communication styles and their influence on individual working styles; survey the organizational communication patterns and determine the most effective communication style within the environment and apply strategies for effectively negotiating and managing conflicts, questions, demands or objections.

Length of class: 2 days

Conquering the Grammar Game

Description:

This course will help employees master simple, easy to remember grammar guidelines. Participants

will learn the basics of word usage, sentence structure, and modern day business grammar. Recommended for all employees who want to communicate effectively and accurately.

Length of class: 2 days

Critical Thinking Strategies

Description:

Critical thinking is based conceptually on the ancient Greek ideal of "living and examined life." If we utilize these skills, we empower ourselves to a more practical, more logical, and less stressful way of living. This high-impact program teaches the insights, processes, and application of self-examination and improvement, and will lead you to greater confidence, productivity, and mental alertness.

Length of class: 2 days

Achieving Maximum Productivity

Description:

Employees are increasingly asked to do more with less. Without appropriate skills, many workers become overwhelmed and experience job burnout. This program provides the tools needed not just to catch up, but to stay on top of your workload. We'll teach you how to plan, prioritize, and balance multiple projects and responsibilities. You'll be amazed at how much you can and will accomplish.

Length of class: 2 days

World Class Customer Service

Description:

The purpose of this class is to educate all personnel on customer service standards, promote premier customer service both internally and externally, and impart a consistent customer service ethic. You will: acquire a working knowledge of fundamental customer service concepts and techniques; understand the importance and the potential impacts of human relations and interpersonal skills required to develop extraordinary customer relations and develop an understanding of why it is important to measure customer service, what to measure and how to measure progress.

Length of class: 2 days

Relationship Management**Description:**

This course builds a foundation of relationship skills that will help you communicate, respond to conflict, handle difficult situations, solve problems and relate to clients and coworkers. By the end of this relationship management course, you will be able to: establish productive relationships with your internal or external clients, commit to mutual goals with the client, plan for results collaboratively with the client, provide ongoing support to the client, and assess the consulting relationship

Length of class: 2 days**Coaching for Maximum Performance****Description:**

Enhance core competencies and instill team values and concepts. Apply steps for building a championship team. Good leaders do not just manage employees, they coach performance. This interactive course will teach you the how-to's of coaching for excellence. You'll learn how to enhance core competencies of each employee and instill team values and concepts that make a championship team.

Length of class: 2 days**Strategies for Managing Stress****Description:**

Stress and anxiety are challenges in today's professional workplace. Deadlines, dropped balls, and difficult people can make anyone feel down in the dumps. This course teaches the ins and outs of stress management and prevention. You will gain practical tools to deal with unforeseen challenges and defuse difficult situations. Most of all, you will learn how to relax, stay healthy and lead a happier life.

Length of class: 2 days**Interview Skills for Interview Candidates**

This high-impact course teaches you the art of interviewing. We will teach you how to prepare for a interview and provide in-depth responses to the most common interview questions. You will apply of interview etiquette and prepare quality application packages for rating panels. And, you will

practice during multiple mock interviews and learn how to leave a lasting impression.

Length of class: 2 days

Preparing for a Behavioral-Based Interview

Description:

Quality employees are the life-blood of any organization. Poor hiring practices can quickly drive an organization into the ground. This highly interactive course teaches you the art of behavioral-based interviewing. We will teach you how to prepare quality behavioral questions to illicit the responses you require to make good hiring decisions. You will practice behavioral interview techniques, evaluate responses based on competencies, and learn how to select the very best candidates for the job.

Length of class: 2 days

Behavioral Based Interview

Description:

This highly interactive course teaches you the art of behavioral-based interviewing. We will teach you how to prepare quality behavioral questions to illicit the responses you require to make good hiring decisions. You will practice behavioral interview techniques, evaluate responses based on competencies, and learn how to select the very best candidates for the job.

Length of class: 2 days

Legal Aspects of Equal Employment Opportunity

Description:

This course examines the Federal laws, policies and procedures for corporate and government managers and supervisors. You will learn the regulations and processes applicable to EEO and governed by the EEOC. We will help you understand the grievance and appeal processes and how to discourage discrimination completely. You will: understand Equal Employment Opportunity laws and the EEOC; define discrimination; examine EEO Complaint Process and other laws and regulations that apply to employee human resource issues; review the principles of major grievances and appeal options as well the documentation procedures and identify your role in enforcing the laws.

Length of class: 2 days

Effective Leadership Skills

Description:

This in-depth 2-day program will give you the skills you need to successfully lead a high-performance team. You will learn how to access your team, motivate employees, and fix performance problems. You'll practice using the techniques from the class and apply them to real issues and situations. Whether you're a first-time supervisor or a long-term executive, you'll be prepped with new tools you can use right away. You will learn to: develop effective leadership skills; evaluate job responsibilities and employee effectiveness; increase productivity and motivation; encourage positive attitudes and behaviors; create a motivating environment and apply strategies for long-term success.

Length of class: 2 days**Email Etiquette and Management****Description:**

Email is the most common form of written communication in business, and your email must be professionally written and managed in order to stay ahead. In this high-impact program, you will learn e-mail etiquette policies and how to write professional e-mails that convey appropriate messages. You will learn to: use guidelines for writing email; apply email etiquette; and manage your email effectively.

Length of class: 1/2 day**Enhancing Your Professional Image****Description:**

This in-depth 2-day program will give you the skills you need to successfully lead a high-performance team. You will learn how to access your team, motivate employees, and fix performance problems. You'll practice using the techniques from the class and apply them to real issues and situations. Whether you're a first-time supervisor or a long-term executive, you'll be prepped with new tools you can use right away.

Length of class: 2 days**Effective Meetings****Description:**

This course teaches how to apply techniques for managing time during meetings. Learn how to prepare agendas, encourage useful participation, and stay on track.

Length of class: 1 day

Wellness and Life Balance

Description:

A healthy employee is a happy employee. This program provides the tools needed to stay on top of your life and your workload. We'll teach you how to plan, prioritize, and balance life's challenges. You'll be amazed at how much you can accomplish and how much better you can feel. You will learn to: Complete a life balance assessment; identify your personal work style; accurately plan your personal life and professional workload; learn how to prioritize and avoid common pitfalls; set realistic goals; stay positive and enthusiastic; make smart and timely decisions; reevaluate priorities for increased health and wellness; analyze the 3 stages of stress and learn how to prevent burnout; analyze big picture priorities and improve balance of focus.

Length of class: 1 day

Characteristics of Highly Successful People

Description:

This intensive workshop, helps participants discover how to see, think, and act more effectively in order to achieve better results, take responsibility, and seize opportunities. No organization can succeed until individuals within it succeed. No group can achieve its objective until its people achieve theirs.

Objectives:

- Making one effective so they, in turn, can make their organizations effective.
- Break common ineffective behaviors and tendencies
- Create high levels of trust
- Develop interdependent relationships.
- Once you see and think differently, you will act differently. And those actions will produce superior results.

Length of class: 2 days

Critical Thinking Strategies

Description:

Critical thinking is based on the ancient Greek ideal of "living an examined life." If we utilize these skills, we empower ourselves to a more practical, more logical, and less stressful way of living. This high-impact program teaches the insights, processes, and application of self-examination and improvement, and will lead you to greater confidence, productivity, and mental alertness. You will learn to: increase competence, ability, and genuine success in virtually any setting; develop and hone ideas using logical systems and frameworks; organize thoughts and information as part of a routine decision-making process; learn how to make decisions and take action with the end in mind; develop logical and critical pattern of thinking; develop reasoning skills and apply them to everyday life; learn the elements of learning and the standards of reasoning; explore "affective" "macro-cognitive," and "micro-cognitive" strategies and how to apply them to your day-to-day responsibilities.

Length of class: 2 days**Emotional Intelligence****Description:**

Individuals, who are not "emotionally smart" waste time on worry, stress, conflict, self-control, and sometimes undermine their own happiness and success. This course will help you learn how to build better interpersonal skills, manage reactions, raise your level of emotional intelligence, and gain greater success in working with individuals and teams.

Objectives:

- Develop a working knowledge of Emotional Intelligence (EI).
- Examine the fifteen EI competencies.
- Learn what emotions are for.
- Apply Emotional Intelligence in the workplace.

Essentials of Better Business Writing**Description:**

With the emergence of email, smart phones, iPads and other modern day gadgets, more and more people are relying on the written word. This highly interactive program teaches you the fundamentals of successful writing. You'll cut significant amounts of "writing time," and you'll dramatically increase your ability to create crisp, clear and effective business writing.

Objectives:

- Write crisply, clearly and accurately.
- Apply rules for effective business writing and professionalism.
- Identify your purpose in writing.
- Analyze your audience and reader responses.
- Determine your writing style.
- Plan and organize thoughts and outcomes.
- Use the 4 "C's" of editing and revising.
- Apply 8 techniques for proofreading.
- Review proper standards for business memos and letters.
- Apply email etiquette.

Length of class: 2 days

Technical Writing**Description:**

The primary aim of technical writing is to convey a particular piece of information to a particular audience for a particular purpose. In this course, you will learn general principles and writing styles specific to technical writing. You will learn how to analyze your audiences, organize thoughts and information, and logically communicate your message. Moreover, you will learn how to create technical documents that are helpful, accurate and immediately comprehensible to the intended audience.

Objectives:

- Examine different types of writing and the most common technical documents.
- Create clear, concise and well-organized reports and technical documents.
- Identify your purpose and write to the appropriate audiences.
- Analyze typical audience responses to technical writing.
- Organize document details using outlines, maps and other tools.
- Write high-quality executive summaries and closing statements.
- Apply email etiquette guidelines for technical professionalism.

Length of class: 2 days

Human Resources Essentials

Description:

This course is intended as an introduction to current HR trends in the workplace. It provides a framework for understanding HR practice in modern organizations and is intended for those who need a basic knowledge of HR systems, legislation and trends. Students will identify and examine requirements related to employment and labor laws and apply techniques for implementing and enforcing them.

Objectives:

- Examine legal compliance requirements for wage and hourly employment.
- Analyze employment and labor laws
- Identify interviewing and hiring requirements
- Implement policies to protect the organization
- Review discrimination laws and apply prevention practices
- Recognize legal sexual harassment and learn proper organizational responses.
- Examine workplace safety and security standards.

Length of class: 2 days

Human Resources Essentials Leading Teams**Description:**

This course is intended as an introduction to current HR trends in the workplace. It provides a framework for understanding HR practice in modern organizations and is intended for those who need a basic knowledge of HR systems, legislation and trends. Students will identify and examine requirements related to employment and labor laws and apply techniques for implementing and enforcing them.

Objectives:

- Examine legal compliance requirements for wage and hourly employment.
- Analyze employment and labor laws
- Identify interviewing and hiring requirements
- Implement policies to protect the organization
- Review discrimination laws and apply prevention practices
- Recognize legal sexual harassment and learn proper organizational responses.

- Examine workplace safety and security standards.

Length of class: 2 days

Leading Change Initiatives

Description:

This course is designed to provide managers and leaders the skills necessary to manage workgroups successfully through change initiatives. Through in-depth skill-based learning and real-world application, your participants will walk away with skills they can really use.

Objectives:

- Utilize practical tools to manage change and its effects.
- Motivate employees during change initiatives.
- Identify and incorporate characteristics of a change agent.
- Adapt to and direct employees through changing environments.
- Create and implement effective change plans.
- Maintain a positive atmosphere even when chaos occurs.
- Handle conflict and stress that occurs during change processes.

Length of class: 2 days

Leading Teams

Description:

Teamwork has become a necessity in virtually every industry. But how do you get your team to really click on all cylinders? This interactive program teaches your team to act as one while maintaining individual accomplishments. You'll learn how to overcome any lack of cohesiveness, leadership, or positive attitude and how to maximize team efforts in working toward common goals.

Objectives:

- Lead a team that works together and excels.
- Evaluate team needs.
- Establish team goals and objectives
- Formulate team values.
- Communicate effectively with team members.
- Lead team diversity

- Avoid and overcome team obstacles.
- Plan long-term performance goals.

Length of class: 2 days

Leadership Skills for Non-Supervisors

Description:

This interactive program will give you the skills you need to be a successful leader. You will learn how to evaluate performance, increase productivity, motivate employees and fix performance problems. You'll practice using the techniques from the class and apply them to real issues and situations. Whether you're moving into management or want to prepare for a future leadership role, we will teach you leadership tools that you can use right away.

Objectives:

- Apply interpersonal strategies to leadership communication.
- Develop effective leadership skills.
- Evaluate job responsibilities.
- Properly assign tasks and delegate authority.
- Increase productivity and motivation.
- Encourage positive attitudes and behaviors.
- Apply strategies for long-term success.

Length of class: 1 day

Making Change Work for you

Description:

Change is ongoing, constant, and inevitable. This powerful one-day program will teach you how to reduce stress and redirect fear that typically comes with change. You'll learn how to adapt to change and see the big picture. Most of all, you'll learn to view change as positive and take advantage of hidden opportunities that always accompany change. You'll no longer fear change; *you'll welcome it.*

Objectives:

- Understand and effectively manage change and its effects.
- Learn the characteristics of a "change agent."
- Identify the 4 stages of change.

- Understand your role in change as well as the roles of others.
- Learn proven stress reduction strategies.
- Apply guidelines for adapting to change.
- Identify hidden opportunities that change creates.
- Study behavior styles and how they affect change.
- Promote yourself and your career.
- Adapt to changing environments.
- Handle conflict and stress that occurs during change processes.
- Create a long-term “vision” that allows for change.

Length of class: 2 days

Motivating Employees

Description:

Motivating is about giving employees appropriate challenges, creating effective incentives, and maintaining the proper feedback channels. We’ll teach you how to assess motivation levels, develop effective motivation skills, and create a more motivated environment.

Objectives:

- Assessment current motivation skills.
- Define motivation and motivation needs.
- Analyze the peaks and valleys of motivation.
- Apply emotional structure to motivation.
- Examine extrinsic and intrinsic motivators.
- Implements effective rewards and incentives.
- Explore motivation and motivation needs.

Length of class: 2 days

Budgeting and Financial Management

Description:

Your managing approach may be effective, and your ideas may be visionary—but your results are always measured in numbers. With this high-powered course, you’ll gain the finance and budgeting savvy to plan accurate budgets, work with financial statements and spot potential problems. You’ll learn the concepts, tools and financial skills to make a positive impact on your bottom line.

Objectives:

- Overview basic financial management concepts.
- Use the same 8 steps to forecast budgets used by IBM, Marriott and other Fortune 500 companies.
- Learn and work with different budget types.
- Read and develop financial statements.
- Learn the basics of budget approval budget management.
- Plan long-term budget goals and financial management.

Length of class: 2 days

Problem Solving and Creative Thinking

Description:

During this high-impact program, we will introduce tools and insights for problem solving at work and in every facet of life. You'll learn to make better and quicker decisions, produce better outcomes, and fully utilize the assets you already have. Through case study analysis and group activities, you'll learn how to optimize your ability to achieve your goals.

Objectives:

- Apply effective problem solving techniques.
- Use creative thinking to discuss and identify a broader range of alternatives.
- Define and gather relevant data.
- Use questioning techniques to uncover relevant information.
- Prioritize tasks and responsibilities.
- Implement plausible solutions to difficult situations.
- Troubleshoot while under pressure.
- Make sound, well-informed decisions more confidently, with less hesitation.
- Effectively utilize decision making time to achieve maximum productivity.
- View problems from different perspectives.

Length of class: 2 days

Sexual Harassment Recognition & Prevention

Description:

Organizations are responsible in helping employees understand and recognize sexual harassment.

With proper training and internal procedures, organizations reduce the risk of sexual harassment issues. This course will help employees prevent, recognize and understand how to report sexual harassment incidents.

Objectives:

- Know the laws and regulations of Sexual Harassment.
- How harassment impacts the workplace.
- Recognize and avoid inappropriate behavior.
- How to handle inappropriate conduct.
- Understand company policies on sexual harassment.

Length of class: 2 days

Speed Reading for Business Professionals**Description:**

If you are like most professionals, your job demands are increasing by the day. As responsibilities stack up, your ability keep up is stretched thin. This course will teach you how to boost your reading speed two, three or even more times your current rate. You'll learn to improve your comprehension while reducing the time you spend reading letters, reports, books, or other documents getting in your way.

Objectives:

- Test your current reading time.
- Develop accelerated reading skills.
- Practice proven eye movements and visualization methods.
- Increase concentration and memory.
- Read books, letters, newspapers, magazines, reports and in less time.
- Manage time through speed-reading.

Length of class: 2 days

Strategic Thinking**Description:**

During this high-level course, you'll learn how to use strategic thinking to produce better decisions and better outcomes in order to optimize your ability to achieve your goals. You will learn insights, processes and application of logic and self-examination, leading you to greater confidence, productivity and alertness.

Objectives:

- Assess your strategic thinking skills.
- Sharpen analytical and cognitive thinking skills.
- Analyze circumstances more objectively.
- View internal and external circumstances from a broader perspective.
- Evaluate, question and adjust logic, evidence and reasoning.
- Dissect problems or situations with logic and reasoned judgment.
- Use lateral thinking for framing and solving problems.

Length of class: 2 days

Success Skills for Professional Assistants**Description:**

This fast-paced, result-oriented program teaches the “how-to” skills of professionalism, productivity, communication and motivation that keep you positive and effective, even when there’s too much to juggle. You’ll achieve greater success with fewer mistakes in less time—making you more productive, less stressed, more valuable to your organization, and more satisfied overall with your job.

Objectives:

- Dress for Success!
- Maximize time and productivity.
- Manage multiple bosses and juggle multiple responsibilities.
- Resolve conflict through effective communication.
- Control interruptions and avoid obstacles that can get in your way.
- Save time and effort while getting things done...and doing them your way.

Length of class: 2 days

Successful Presentation Skills**Description:**

This 2-day interactive course teaches the skills of preparing and delivering dynamic presentations. Using proven and practical tools, you will learn to grab your audience’s attention, keep them on the edge of their seats, and motivate them to action. Whether you are giving a three-minute or a three-hour presentation, you will master the methods of speaking with authority and enthusiasm.

Objectives:

- Create exciting and motivating presentations.
- Set solid and clear objectives and learn how to prepare for your audience.
- Manage anxiety and stage fright.
- Channel your nerves into enthusiasm
- Create unique openings and icebreakers.
- Deliver dynamic and energetic performances.
- Develop rapport and credibility.
- Use body language, gestures and eye contact to build your case.
- Persuade others and get results.
- Prepare for and handle difficult audiences and situations.
- Motivate audiences to action.
- Wrap it up like a pro, encourage ongoing improvement, and call for action.

Length of class: 2 days

Technical Writing**Description:**

The primary aim of technical writing is to convey a particular piece of information to a particular audience for a particular purpose. In this course, you will learn general principles and writing styles specific to technical writing. You will learn how to analyze your audiences, organize thoughts and information, and logically communicate your message. Moreover, you will learn how to create technical documents that are helpful, accurate and immediately comprehensible to the intended audience.

Objectives:

- Examine different types of writing and the most common technical documents.
- Create clear, concise and well-organized reports and technical documents.
- Identify your purpose and write to the appropriate audiences.
- Analyze typical audience responses to technical writing.
- Organize document details using outlines, maps and other tools.
- Write high-quality executive summaries and closing statements.
- Apply email etiquette guidelines for technical professionalism.

Length of class: 2 days

Effective Leadership Skills**Description:**

This interactive program will give you the skills you need to be a successful leader. You will learn how to access responsibilities, motivate employees, manage change and effectively lead, even under difficult circumstances. You'll practice using the techniques from the class and apply them to real issues and situations. Whether you're moving into management or have been in management for years, we will teach you leadership tools that you can use right away.

Objectives:

- Develop effective leadership skills.
- Properly assign tasks and delegate authority.
- Effectively motivate employees.
- Successful manage change.
- Apply strategies for problem solving and decision making.

Length of class: 2 days

Win-Win Solutions for Daily Conflict**Description:**

This highly energetic program teaches you the power of compromise, the art of communication, and the strength of synergy. You'll learn how to handle anger and confrontation, strengthen relationships, and effectively negotiate small disputes as well as highly charged arguments. You'll see a difference right away, and your workplace will be happier, more enthusiastic, and much more positive.

Objectives:

- Assess your conflict style.
- Understand differences in others and how to respond to them.
- Use a proactive approach to preventing conflict.
- Manage emotions for positive outcomes.
- Defuse anger and avoid confrontation.
- Create a positive work environment and develop a professional code

Length of class: 2 days

How to Listen Effectively and Speak with Clarity**Description:**

This 2-day course builds a foundation of relationship skills that will help you listen, communicate, and relate to customers and coworkers. Learn interpersonal skills to help you speak clearly and

accurately, build trust, and instill confidence during one-on-one conversations.

Objectives:

- Pinpoint the reasons, goals and purposes of effective communication.
- Identify the elements of listening.
- Explore listening styles and attitude.
- Learn the levels of listening and become an “active” listener.
- Recognize and use nonverbal communication.
- Assertively and effectively communicate.
- Build solid rapport with customers and coworkers.
- Use appropriate language and vocabulary.
- Deliver clear and articulate ideas and messages.
- Instill confidence and respect.
- Build trust and loyalty with communication rules to remember.

Length of class: 2 days

Problem Solving and Decision Making**Description:**

During this high-impact program, we will introduce tools and insights for problem solving at work and in every facet of life. You'll learn to make better and quicker decisions, produce better outcomes, and fully utilize the assets you already have. Through case study analysis and group activities, you'll learn how to optimize your ability to achieve your goals.

Objectives:

- Apply effective problem solving techniques.
- Use creative thinking to discuss and identify a broader range of alternatives.
- Define and gather relevant data.
- Use questioning techniques to uncover relevant information.
- Prioritize tasks and responsibilities.
- Implement plausible solutions to difficult situations.
- Troubleshoot while under pressure.
- Make sound, well-informed decisions more confidently, with less hesitation.
- Effectively utilize decision making time to achieve maximum productivity.
- View problems from different perspectives.

Length of class: 2 days



Customer Service



CARE Customer Service

(1 day Workshop)

Description:

The CARE Customer Service workshop is designed to introduce leaders, managers, teams and front-line employees to a customer service model that is applicable at all levels of the organization. Participants in this workshop will learn the CARE customer service model and how to apply that model to their work within their organization.

Objectives:

- Learn communications tools and techniques to meet customer needs.
- Develop a deeper understanding and empathy of the challenges and issues facing customers in order to better serve their needs.
- Develop skills to meet the GSA customer service expectations.
- Learn service management strategies, including how to turn “difficult” customers into partners.
- Learn partnering and negotiating tools and techniques in order to understand and respond quickly to customer needs.
- Learn time management tools and techniques.
- Understand the Cost and benefit of customer service.

Length of class: 1 day

Building Win-Win Customer Solutions

Description:

Without customers, businesses would cease to exist. Lose your customers, lose your business. However, the phrase “the customer is always right” is a misnomer and often gets in the way of true success. For if the customer is always right, then in a dispute with an associate, that associate must, by definition, be wrong. In fact, both parties in a dispute usually have good and compelling reasons for the positions they’ve taken. The challenge is to find common ground and a solution that goes beyond positions and identifies the interests at stake and how those interests can be addressed.

Objectives:

- Identify your personal conflict management style and how it helps and hinders you as a negotiator
- Learn to manage conflict – and use it positively
- Become effective and principled negotiators
- Gain tools for finding common ground
- Learn to help yourself and others focus on interests and not take unreasonable positions.
-

Length of class: 1 day

Maximizing the Workplace for Customer Service Efficiency

Description:

All organizations are challenged to effectively garner high productivity of their most valuable resource – their human resource. This challenge is especially critical for customer service organizations that must keep track of customer data, information, and needs.

Objectives:

- Learn to build an intuitive filing system for paper, email and electronic documents
- Learn to sort and organize incoming data from email and paper
- Manage phone and email communications in a timely manner
- Discover how to become ‘paperless’ and be more organized electronically
- Understand the process of prioritization
- Acquire the time to get high priority and high value action items done
- Learn to manage office interruptions successfully
- Create a project timeline and action plan for any project
- Communicate delegated tasks effectively
- Conduct effective meetings to build team accountability and trust
- Manage action items and tasks effectively
- Utilize electronic productivity tools more efficiently to track calendar, tasks and contacts
- Maintain organization through effective daily and weekly planning

- Identify and articulate participant commitments to being and staying organized

Length of class: 1 day

Moving Beyond Customer Service: Creating a Consulting Mindset

Description:

Many organizations and internal divisions now find themselves in the role of consultants. Organizations that are ready to move beyond seeing themselves purely as a provider of goods and services and more as a long-term partner with customers, will have a significant market advantage over their competitors. While many organizations and individuals have grasped this new dynamic - consultants to their customers - they may lack the skills and tools to effectively serve as consultants. This three-day interactive workshop explores the fundamental nature of consulting. It takes participants through the entire consulting process from first customer interaction to completed project.

Objectives:

- Gain a basic understanding of what it means to be a consultant and what skills are necessary for success
- Learn how to deepen the relationship with clients consistent with a sound consulting model
- Enhance communications and other inter-personal skills, including:
- Managing the client relationship
- Understanding client needs
- Listening
- Skillful discussion
- Effective presentations
- Negotiations
- Conflict management
- Dealing with client resistance
- Understanding change models

Length of class: 3 days

Customer Service as a Strategic Advantage

Description:

This workshop is designed to introduce leaders, managers and teams to foundational, operational and leadership-level concepts of customer service, and engage them in exploring the role of leadership in assuring that customers, internal as well as external, are appropriately served.

Objectives:

- Understand customer service as a competitive advantage
- Identify characteristics of good and poor customer service
- Learn what all customers want
- Understand the impact of organization culture on the service customers receive
- Place the customer within the strategic plan
- Learn how to solicit & manage customer complaints
- Develop customer satisfaction indices
- Understand how to establish and use customer service metrics

Length of class: 2 days

Effective Customer Engagement

Description:

A key element in creating the customer service team is providing clear expectations to staff members. Participants in this workshop will learn a five part model for delegating assignments which empower the staff to act in the moment to meet customer needs confident their solutions are aligned with organizational norms and expectations.

Length of class: 1 day

Building Strong Customer Relationships

Description:

This program focuses on perhaps the most important skill set for someone in the customer service field. Participants acquire new tools for effective interpersonal communications with both customers and colleagues. A set of skills and tools are examined that can break through the barriers that typically restrict effective communications

Objectives:

- Learn to be a better organizational and customer advocate through incorporation of customer feedback.
- Build stronger customer partnerships by providing effective feedback
- Help turn customers into ambassadors
- Turn a satisfied customer into an enthusiast by providing great service based on a deep understanding of customers' needs
- Develop mechanisms to ensure regular customer contact.

Length of class: 1 day

Early Career Development



Don't be afraid to fail. Be afraid not to try.
—Unknown

Personality Matters: MBTI Workshop Assessment

Description:

A highly interactive and eye-opening workshop that helps participants understand their own personalities, personal strengths and potential areas for improvement.

Objectives:

- Develop flexibility during workplace interactions.
- Raise awareness around preferred work style and behaviors—of self and others.
- Increase understanding about how they communicate, receive information and make decisions.
- Develop insight into their own style and the style of others.
- Understand how personality type impacts conflict.
- Understand how personality type impacts leadership and teamwork.

Length of class: 1 day

Personality Matters: DISC Workshop Assessment

Participants learn to: Develop flexibility during workplace interactions, Improve communication and collaboration efforts with co-workers, team members, and customers, Raise awareness around preferred work style and behaviors-of self and others, Identify their own (and others) personal DISC style, Understand how personality profiles impact conflict, Understand how personality profiles impact leadership and teamwork, Develop effective communication strategies for the different styles, Improve team effectiveness

Length of class: 1 day

Generation Differences

Description:

Increase generational intelligence and engagement. This workshop raises awareness of the distinctive perspectives, motivations and expectations of each generation employed in your organization. This highly informative and eye-opening program provides substantive information and a base of useful knowledge from which your organization can develop appropriate and effective strategies and techniques for managing, motivating and retaining all of your talent.

Objectives:

- Understand and respect generational differences and commonalities.
- Anticipate common generational clash points and develop strategies to navigate them.
- Identify how generational differences may affect communication and teamwork.
- Increase awareness for different generational needs and motivations.
- Build relationships and cohorts across generational divides.
- Turn negative stereotypes into positive working relationships.

Length of class: 1 day

Powerful Presentations

Description:

Workshop provides the essential skills and sensibilities that everybody who works in an organizational system needs to master in order to become an excellent and effective contributor. This workshop will help you develop robust working relationships, communicate effectively and align your skills and talents to the realities of the workplace. Provides the essential skills and sensibilities that every presenter needs to become an excellent and effective communicator. Participants are able to view themselves on video in privacy with one-on-one feedback from a

presentation coach. These private feedback sessions provide participants with the coaching they need in a comfortable environment conducive to learning. These presentations skills will last a lifetime.

Objectives:

- Develop and incorporate generative communication tools and strategies
- Differentiate between intent and impact
- Enhance listening skills
- Appreciate the importance of organizational culture
- Improve interpersonal communication tools
- Use body language to increase effectiveness
- Explore and appreciate different perspectives
- Learn the basics of “managing up”
- Practice effective engagement skills for organizational success.

Length of class: 1 day

Managing Conflict Effectively**Description:**

Uses a combination of small and large group work to teach participants how to keep relationships intact, engender a more positive workplace and understand and resolve conflict successful.

Objectives:

- Turn conflict into collaboration.
- Appreciate that conflict can be a positive force both personally and organizationally.
- Apply and practice a model for having “difficult conversations” with safety and respect.
- Recognize the four most common responses to conflict.
- Explore their current conflict management style.
- Leverage other styles for more effective conflict resolution.
- Increase their confidence in having difficult conversations and resolving conflict.

Length of class: 1 day

Networking & Relationship Matters!**Description:**

This workshop will give participants the skills and sensibilities to develop a highly effective network and build robust workplace relationships.

Objectives:

- Understand the major Do's and Don'ts of effective networking.
- Learn how to build positive and professional relationships within and outside your organization.
- Develop and practice effective skills for engaging others.
- Understand and practice essential networking etiquette skills and tips.
- Develop mutually beneficial relationships before you need them.

Length of class: 1 day

Success Navigate the Work World**Description:**

Being successful in the workplace requires ensuring that one generates positive personal impact. There are specific behaviors, skills, attitudes that can help accelerate career success and ensure positive organizational impact. Success Acceleration requires strong communication skills, effective team skills, and personal management skills. Participants will learn how to avoid common professional derailers and to start their careers off on the right foot.

Specific topics to include:

- Embrace proper workplace etiquette
- Cultivate a positive workplace image
- Develop and incorporate generative communication tools and strategies
- Differentiate between intent and impact
- Enhance listening skills
- Appreciate the importance of organizational culture
- Improve interpersonal communication tools
- Use body language to increase effectiveness
- Explore and appreciate different perspectives
- Learn the basics of “managing up”
- Practice effective engagement skills for organizational success

Length of class: 1 day

Mentoring Matters: Launch a Mentoring Relationship**Description:**

The workshop is designed to help launch the mentoring relationships in your organization, and

support individuals as they create effective mentor/protégé relationships.

Objectives:

- Understand what a mentoring relationship is and what it is not.
- Be clear about the difference between mentoring and supervising and mentoring and coaching.
- Apply and practice the six fundamental mentoring skills.
- Implement mentoring best practices.
- Be a successful mentor and/or protégé.

Length of class: ½ day

Leading and Managing Change

Description:

This workshop is designed to help leaders understand how to create successful organizational change and overcome resistance. Change Matters builds awareness around the different levels of resistance and offers best practices for managing and leading organizational change.

Objectives:

- Develop specific change management skills.
- Apply a proven framework for communicating and implementing change.
- Implement strategies to support self and others through change.
- Normalize typical change responses.
- Understand resistance to change.
- Learn strategies to navigate resistance

Length of class: 1 day

First Job Blues

Description:

The First Job Blues workshop teaches participants to understand this powerful transition and teaches them appropriate skills to manage it successfully.

Objectives:

- Recognize and appreciate the differences between work and school

- Recognize and appreciate the normal phases of transition
- Develop and utilize proven strategies to ease each phase of the transition process
- Increase self-awareness around response to life and work changes

Length of class: ½ day

Managing Up: Cooperative and Collaborative w/Supervisor

Description:

Managing Up helps participants consciously develop highly effective relationships with their supervisors, and learn to obtain the best possible results for themselves, their boss, their peers and their organization.

Objectives:

- Understand what managers REALLY want from their staff.
- Understand and manage the personality differences that impact manager/staff relationships.
- Increase organizational trust with their supervisors and peers.
- Develop effective strategies for working with their supervisors.
- Manage their own professional success.

Length of class: 1 day

Emotional Intelligence

Description:

Workshop will help participants develop robust relationships, solve problems using both logic and feelings, maintain an optimistic and positive outlook, cultivate flexibility in stressful situations, help others express their needs, respond to difficult people and situations calmly and thoughtfully and respond to change with grace and optimism.

Objectives:

- Recognize how emotional intelligence impacts workplace interactions.
- Increase self-awareness, self-management and develop a clear understanding of interpersonal dynamics.
- Use strategies to manage counterproductive tendencies.
- Communicate professionally and effectively—in all situations.
- Identify and apply key emotional skills to a broad variety of workplace situations—regardless of emotional stress.

- Improve sensitivity to organizational and social cues.
- Avoid behaviors that will derail success in the workplace.
- Practice effective engagement skills for organizational success.

Length of class: 1 day

Communication Matters: Creating Positive Workplace Communication

Description:

Being successful in the workplace requires positive personal impact and excellent communication skills. Positive personal impact is dependent on developing and utilizing strong communication skills—that promote understanding, collaboration and effective interpersonal relationships. In this fun and interactive session, Careerstone provides proven communication tips, strategies and skills to help all participants become excellent and effective communicators. The simple tools and models offered in this session will help participants develop robust working relationships, communicate effectively and align their skills and talents to the realities of the workplace. Highly interactive session.

Objectives:

- Develop and incorporate generative and collaborative communication tools and strategies
- Deliver messages that are “audience appropriate”
- Apply appropriate and flexible communication strategies for being “heard” with different audiences
- Develop and incorporate generative communication tools and strategies
- Differentiate between intent and impact
- Enhance listening skills
- Improve interpersonal communication tools
- Use body language to increase effectiveness
- Explore and appreciate different perspectives
- Practice removing common “listening blocks” that prevent us from hearing new ideas
- Deliver and accept feedback with confidence
- Adopt generative communication styles to improve organizational trust and emotional intelligence

Length of class: 1 day

Transitions Matter: Navigating Change and Transition

Description:

Objectives:

- Recognize the difference between transition and change.
- Understand people's internal psychological response to change.
- Identify the stages of transition.
- Articulate their own methods of managing transition.
- Develop strategies to help ease transition for self and others.

Length of class: 1 day

How to Coach and Inspire Others

Description:

An engaging, interactive workshop that teaches participants the key techniques and skills that will enable them to inspire, energize and motivate their staffs. And, deal with performance management issues in a more effective and productive way.

Objectives:

- Practice effective coaching techniques.
- Conduct direct, truthful and productive conversations about employee performance.
- Influence employees effectively.
- Create employee commitment and accountability.
- Discover what is important to your employees.
- Turn conflict into cooperation.

Length of class: 1 day

Influence Others Through Organizational Engagement: Managing Matters

Description:

Great managers are the lynchpins of successful organizations. Individuals who are in executive, managerial, and supervisory roles are critical to organizational performance, employee engagement and employee empowerment. These leaders provide direction and vision, as well as set the tone for the organization. This dynamic workshop explores the key concepts to creating high performing workplaces where employee engagement and productivity flourish. In this fast paced and highly interactive workshop, participants learn and explore:

- The bottom line value of employee engagement
- Strategies to created engaged and empowered employees

- Techniques for building effective workplace relationships, motivating employees, and supporting employee development
- Strategies for modeling and embedding professional and personal excellence
- Leadership styles and how to apply each style appropriately
- How to empower employees while still ensuring high quality results
- Understand how systems work to generate different levels of power hierarchies
- Understand how hierarchies drive individual and group behaviors
- Appreciate how one's place in a system directly impacts relationships, behaviors & engagement

Length of class: 1 day

Facilitation Matters: Basic Facilitation Skills

Description:

Lead meetings that matter. In today's team-driven business environment, skilled facilitation is crucial to the delivery of outstanding group results and organizational success. Harnessing the energy of groups requires attention to the dynamics of people working together and the effective use of proven tools and techniques. Facilitation Fundamentals workshop introduces the basic skills and methods of group facilitation, and helps participants develop the skills necessary to work effectively with groups, teams and organizations. Participants will integrate theory and practice as they learn and practice effective facilitation skills in an experiential learning environment. Facilitation Fundamentals will empower participants with the core facilitator competencies developed and endorsed by the International Association of Facilitators.

Objectives:

- Utilize essential facilitation tools and techniques.
- Create appropriate meeting designs that achieve results.
- Foster open participation and engagement.
- Create a climate of trust and safety.
- Manage group conflict and disruptive behavior.
- Keep meetings focused and on track.
- Generate clear and actionable group decisions and solutions.

Length of class: 1 day

Business Writing Matters: How to Write for Success

Description:

Write For Success. Business Writing Matters: Want to improve your writing skills, get straight to the point quickly, make an impact, obtain your desired results and brush up on your grammar skills? This course will help you write faster and more easily, with increased confidence and with greater results. This workshop will help individuals sharpen their memo-writing and e-mail skills so that they will write clear and concisely and gain their desired results. Participants will discover ways to cut the clutter from their documents, organize more easily and master attention-getting and persuasive writing skills. Business Writing Matters will focus on the essentials of writing: clarity, conciseness, concreteness, consistency, creativity and correctness.

Objectives:

- Organize their ideas clearly and succinctly.
- Write shorter e-mails and other memos, quickly and easily.
- Apply special techniques to grab the reader's attention.
- Write more persuasively with greater impact.
- Write clearly, concisely and quickly.
- Organize your thoughts—and avoid writer's block—before you write.
- Use the basics of correct grammar to enhance your e-mails, memos, letters, reports and other writing.

Length of class: 1 day

Engage and Inspire Millennials**Description:**

Developing, motivating and retaining the best and brightest young talent from the Millennial generation is essential to an organization's success in the 21st Century. This half-day session focuses exclusively on what every manager, supervisor or organization needs to know to engage young talent. This high-energy workshop combines organizational scholarship with real life experience based on work with thousands of young Federal and private sector employees.

Participants in this course will learn to:

- Distinguish the myths from the realities of the Millennial Generation
- Identify and manage the strengths and weaknesses of Millennials
- Deploy proven and effective strategies to engage, manage, coach and mentor this generation
- Communicate and collaborate with the young professionals
- Understand what is important to this generation and what is isn't (workplace attractors and detractors)
- Turn negative stereotypes into positive working relationships

Length of class: ½ day

Consulting/Facilitation: Consultant

Expert Consultant/Facilitator

Minimum of **15 years** of consulting experience directly related to the requirement of the contract tasks to which he/she is assigned. An expert in the field of management and organizational development consulting and facilitation with a proven track record in managing both simple single delivery and complex multi-layered management consultancy work. Minimum Education: Master's Degree with multiple Subject Matter Expert (SME) certifications.

Senior Consultant Facilitator

Minimum of **10 years** of consulting and facilitation experience directly related to the requirement of the contract tasks to which he/she is assigned. Experienced in the field of organizational consulting and facilitation with a proven track record. Possesses excellent communication skills. Minimum Education: Bachelor's Degree with multiple SME certifications.

Consultant/Facilitator

Minimum of **5 years** of consulting experience directly related to the requirement of the contract tasks to which he/she is assigned. Experienced in the field of organizational consulting and facilitation with a proven track record. Possesses excellent communication skills. Minimum Education: Bachelor's Degree with one SME certification.

Coaching Support

Coaching Expert Level

Expert provider of coaching services to senior level executives. Assesses executives' performance through observation, surveys, interviews and/or online tools. Designs and delivers executive leadership development programs and coaching. Education and credentials: Master's Degree with ICF certification at the Professional Coach Certification (PCC) level or higher. Must have a minimum 15 years experience in executive/leadership coaching in the public or private sector.

Coaching Senior Level

Experienced provider of performance coaching for mid-level employees, leaders, and managers. Provides performance coaching using observation, surveys, interviews and/or online tools. Delivers

mid-level leadership development programs and coaching. Education and credentials: Bachelor's Degree with ICF certification at the Associate Coach Certification (ACC) level or higher. Must have a minimum 5+ years experience in leadership coaching in the public or private sector.

DISC ASSESSMENT

DiSC is a personal assessment tool used to improve work productivity, teamwork and communication. DiSC is non-judgmental and helps people discuss their behavioral differences. If you participate in a DiSC program, you'll be asked to complete a series of questions that produce a detailed report about your personality and behavior. **Dominance** -Person places emphasis on accomplishing results, the bottom line, confidence. **Influence**-Person places emphasis on influencing or persuading others, openness, relationships. **Steadiness**-Person places emphasis on cooperation, sincerity, dependability. **Conscientiousness**-Person places emphasis on quality and accuracy, expertise, competency

360 DEGREE ASSESSMENT

The assessment feedback that comes from members of an employee's immediate work circle. Most often, 360-degree feedback will include direct feedback from an employee's subordinates, peers (colleagues), and supervisor(s), as well as a self-evaluation. It can also include, in some cases, feedback from external sources, such as customers and suppliers or other interested stakeholders. It may be contrasted with "upward feedback," where managers are given feedback only by their direct reports where the employees are most often reviewed only by their managers. The results from a 360-degree evaluation are often used by the person receiving the feedback to plan and map specific paths in their development.

HUMAN RESOURCES



Advanced Pay Setting

Description:

A 2-day course building on basic knowledge gained in the 2-day "Basic Pay Setting" course. This course incorporates OPM's interim regulations, Changes to Pay Administration Rules for General Schedule Employees. Participants learn to set pay on a variety of actions including:

- Highest Previous Rate/Maximum Payable Rate based on non-GS service;
- Alternate promotion method;
- Pay Changes between pay systems and determining date of last equivalent increase;
- Wage Grade overview, promotions, changes to lower grade; and
- Grade and Pay retention and promotion/changes to lower grade while on retention.

Length of class: 2 days

Federal Workforce Analysis and Planning

Description:

Using a workforce planning model, acquire the skills you need to align workforce planning with your agency's mission. Learn how to forecast and plan for future human resources needs: analyze

mission requirements, collect workforce data, identify workforce surpluses or gaps, and identify solutions to address the gaps.

Objectives:

- Recognize the importance of workforce analysis and planning in the strategic management of human capital
- Use data and planning models in the workforce planning process
- Analyze and interpret workforce data using workforce supply and demand analysis methods
- Develop strategies to address skill gaps
- Take the steps needed to successfully implement a workforce action plan
- Evaluate whether a workforce plan is achieving desired results or needs revision

Length of class: 2 days

Adjudicating and Applying Veterans' Preference**Description:**

Learn all current and applicable veterans' preference laws, rules, and regulations. Understand the definition of veteran; who is entitled to preference and the circumstances under which veterans' preference applies.

Objectives:

- Know the circumstances when Veterans' Preference applies
- Identify the types of veterans' preference, including veteran, spouse, widow/widower, and mother
- Correctly adjudicate veterans' preference claims
- Apply veterans' preference to competitive and excepted service appointments
- Apply special appointing authorities for veterans in the following: Veterans' Recruitment Appointments (VRA); 30 Percent or More Disabled Veterans; Disabled veterans enrolled in a VA training program; and Veterans Employment Opportunity Act of 1998

Length of class: 1 day

Developing Performance Standards**Description:**

Learn to make meaningful performance distinctions, regardless of the system in which you find

yourself - Title 5, Title 5-exempt, pay-banding, traditional, or other system variations.

Objectives:

- Describe the basis for all performance decisions.
- Discuss current federal performance management systems.
- Plan and determine how performance distinctions will be measured.
- Identify how to help employees progress toward established performance goals.
- Evaluate performance against established standards and communicate results.

Length of class: 2 days Classroom OR 3 days (Hands-on Optional)

Basic Staffing**Description:**

Presenting skills, techniques, and best practices, for recruiting and hiring the right people with the right skills for your jobs. Staffing options, rules, regulations and procedures are covered. Participants learn recruitment methods, qualifications, merit promotion, “in-service” placement actions, and much more.

Objectives:

- Identify available appointment options and appropriate authorities and procedures
- Research and understand appropriate sections of the Code of Federal Regulations
- Conduct basic job analysis
- Identify minimum qualification requirements
- Inform applicants and employees about staffing procedures and regulations
- Use OPM's Qualification Standards Handbook
- Research resource and reference materials

Length of Course: 3 days

Basic Pay Setting**Description:**

To acquire the knowledge necessary to set pay for GS employees, this course covers pay-setting for hiring and retaining new employees (appointments, reinstatements, reemployment, transfers and conversion, highest previous rate, maximum payable rate), promotions, changes to lower grade, pay changes (within-grade and quality step increases), movement between pay systems, grade and pay retention, and severance pay.

Objectives:

This course incorporates OPM's interim regulations, Changes to Pay Administration Rules for General Schedule Employees. Participants learn to set pay on a variety of actions including:

- New appointments, including superior qualifications appointments;
- Reinstatements, reassignments, transfers;
- Promotions, changes to lower grade;
- Pay changes, including within-grade and quality step increases; and
- Pay Changes (WIGIs, QSIs).

Length of Class:3 days

Advanced Pay Setting

Description:

This course concentrates on the more complex pay actions, such as:

- Highest Previous Rate/Maximum Payable Rate based on non-GS service;
- Alternate promotion method;
- Pay Changes between pay systems and determining date of last equivalent increase;
- Wage Grade overview, promotions, changes to lower grade; and
- Grade and Pay retention and promotion/changes to lower grade while on retention.

Length of Course: 2 days

Basic Position Classification

Description:

This training program focuses on the General Schedule, this training program provides participants with a comprehensive knowledge of fundamental policies, practices, principles, and complex issues addressed in the area of position classification. Topics covered include, the structure and operation of the General Schedule System; the General Schedule Supervisory and General Schedule Leader Guides; development and preparation of position descriptions and evaluation statements; application of various job family standards and classification guides; the classification of mixed series and grade positions; and conduct of desk audits. The course provides foundational knowledge required of today's successful human resources practitioner.

Objectives:

- Discuss the Nature of Job Evaluation
- Describe the Structure and Operation of the General Schedule System
- Select and Apply GS Narrative and FES Classification Standards
- Use a Variety of Methods for Occupational and Job Data Collection
- Structure and Critique a Job Audit
- Prepare Position Descriptions in a Variety of Formats
- Prepare Evaluation Statements for a Variety of Situations
- Describe the Classification Appeals Process
- Classify Mixed Positions, Using a Variety of Classification Standards and Guides
- Select and Apply Job-Grading Standards Using the Federal Wage System

Length of Class: 5 days

Advanced Position Classification

Note: Suggested topics listed below. Course can be tailored to address specific GSA/or Federal agency classification issues.

- Learn the procedures used to evaluate positions under the Factor Evaluation System and the narrative system
- Use the references that guide the federal classification system
- Understand the concepts and apply the procedures to such technical issues as mixed grade/mixed series, interdisciplinary positions, and one-grade vs. two-grade interval work
- Understand the General Schedule and Federal Wage System classification appeals processes
- Interpret and apply the General Schedule Leader Grade Evaluation Guide and the General Schedule Supervisory Guide

Length of Class: - 3 days

Strategic Recruitment

Description:

A half-day training session focusing on the benefits of strategic recruitment; effective oral communications skills for conducting strategic recruitment meetings; and role-playing during group exercises to practice the skills and competencies for conducting a strategic recruitment meeting.

Objectives:

Strategic Recruitment Methodology

- Purpose of the strategic recruitment meeting
- Benefits of strategic recruitment
- Discussion on how generate enthusiasm
- Discussion of the strategies and issues covered on the Pre-recruitment form
- Discussion of flexibility's outlined in "Recruiting the Best and Brightest "
- Manager testimonials
- Seasoned staff members demonstration of effective meeting

Length of Class: ½ Day

Processing Personnel Actions

A 4-day course preparing HR staff to complete and process SF-50s, Notification of Personnel Actions Using The Guide To Processing Personnel Actions and SF-52s, Requests For Personnel Actions. HR forms, terminology, codes, remarks, processes, and procedures required for completing accurate and complete personnel actions. All participants receive a copy of the OPM Guide To Processing Personnel Actions.

Objectives:

- Use the Guide For Processing Personnel Actions to document records for federal employees for a variety of actions including appointments, separations, and other changes with their associated critical remarks.
- Compute Service Computation Dates by verifying creditable civilian and military service.
- Determine Veteran's preface, creditable service for career tenure, within-grade writing periods, decisions, and correct probationary periods
- Locate information in and understand how to use the Guide To Processing Personnel Actions
- Understand the Civil Service rules, regulations and procedures that govern federal personal regulations
- Document accession, change and separation actions correctly by completing required entries on SF-50's and SF-52's
- Compute Service Computation Dates to determine Veterans' Preference, make career tenure and within-grade waiting-period decisions and identify correct probation periods.

Length of Class: 4 days

Federal Human Resources Management

Description:

Overview of the federal human resources environment, where merit system principles and prohibited personnel practices drive federal human resources management decisions.

Objectives:

- Learn the principles upon which the federal human resources management system is based and describe how they affect federal HRM decisions
- Describe the differences between Title 5 and Title 5-exempt organizations and how these differences impact federal human resource management practices
- Discuss the compensation process, including classification, pay and benefits, and describe how equal pay for equal work is accomplished
- Describe the hiring process and how it is implemented in the federal government
- Discuss performance management in the federal government, including employee development and performance appraisal processes
- Describe Equal Employment Opportunity (EEO), employee relations, and labor relations programs, including EEO complaint processing, agency administrative grievance systems, and union/management relations

Length of Class: 3 days

Adverse and Performance-Based Actions**Description:**

Learn to prepare or decide adverse actions or performance-based actions. Before taking adverse and performance-based actions against employees, learn to meet rigid penalty and proof standards of cause set by third parties that review removals, suspensions, demotions and furloughs. Explore disciplinary and non-disciplinary causes; unusual cause situations, such as medical problems or off-duty conduct; penalty factors; issues of proof; and pre-action investigations.

Objectives:

- Determine whether an action requires adverse action or unacceptable performance action procedures
- Decide when an adverse action or unacceptable performance action is justified
- Determine if enough proof is available to take an action
- List relevant factors in assessing penalties
- Follow the correct procedures in taking either of the two actions

Length of Class: 4 days

Federal Workforce Analysis and Planning

Description:

Using a workforce planning model, acquire the skills you need to align workforce planning with your agency's mission. Learn how to forecast and plan for future human resources needs: analyze mission requirements, collect workforce data, identify workforce surpluses or gaps, and identify solutions to address the gaps.

Objectives:

- Recognize the importance of workforce analysis and planning in the strategic management of human capital
- Use data and planning models in the workforce planning process
- Analyze and interpret workforce data using workforce supply and demand analysis methods
- Develop strategies to address skill gaps
- Take the steps needed to successfully implement a workforce action plan
- Evaluate whether a workforce plan is achieving desired results or needs revision

Length of Class: 2 days

Federal Staffing and Placement

Description:

Recruit and hire the right people with the right skills for your jobs. Gain the background and knowledge necessary to operate in the complex Federal staffing environment. Become knowledgeable about staffing rules, regulations, and principles; appointment authorities; recruitment methods and hiring procedures; qualifications; merit promotion; and in-service placement actions.

Objectives:

- Apply OPM policies and instructions
- Identify competitive and non-competitive appointing authorities
- Assess minimum qualifications using the operating manual Qualification Standards for GS Positions
- Apply category rating procedures
- Apply time-in-grade and time-after-competitive appointment restrictions
- Apply merit promotion and other in-service procedures
- Learn the role of the HR practitioner in assisting agency managers to recruit and retain top talent
- Devise alternative solutions to recruiting challenges

- Research and use all available resource and reference material, including legal and regulatory issuances

Length of Class:5 days

Qualifications Analysis

Description:

Evaluate applicants for federal jobs by applying eligibility and qualifications requirements found in OPM's Qualifications Standards, including basic eligibility, minimum qualification requirements, specialized experience requirements, positive education requirements, and the substitution of education for experience.

Objectives:

- Determine whether applicants meet eligibility requirements
- Differentiate between general and specialized experience
- Assess both general and specialized experience
- Identify and evaluate positive education requirements
- Evaluate education as a substitute for experience
- Apply Individual Occupational Requirements
- Apply Group Coverage Standards

Length of Class:3 days

Job Analysis and Competency Assessment

Description:

Learn how to analyze federal jobs so you can identify appropriate job requirements (specialized experience, competencies, knowledge, skills, abilities, and/or traits, write better vacancy announcements, and prepare effective assessment plans that measure applicants' abilities. This course covers both OPM's requirements and the Uniform Guidelines on Employee Selection Procedures.

Objectives:

- Conduct an effective job analysis, consistent with legal and regulatory requirements, that identifies the major duties of a position
- Use the results of the job analysis to identify and refine the competencies, knowledge, skills and abilities needed to perform the work of the position

- Prepare operational definitions of competencies
- Develop appropriate applicant assessment and selection criteria
- Develop plans based on training, education and experience to effectively measure applicants' abilities to do the work
- Consider other assessment methods

Length of Class: 3 days

Principles of Classification

Description:

Learn how to apply the basic, cross-cutting principles needed to classify and analyze General Schedule (GS) and Federal Wage System (FWS) positions as well as selected alternative systems. Become adept with the principles and procedures associated with the systems used in federal classification. Improve the analytical skills you need to ask good questions about position duties and design.

Objectives:

- Identify the methods used to evaluate positions in the federal system
- Learn the principles and references that guide classification in the federal sector
- Explain and apply procedures used to classify federal positions using the FES
- Explain and apply procedures used to classify federal positions using the narrative system
- Explain and apply the rules applicable to classifying mixed grade/series and interdisciplinary positions
- Identify and apply the procedures used to classify federal leader, supervisory and managerial positions

Federal Position Management

Description:

Discover how to use position management tools, techniques, and methods to support a high-performing organization. Obtain a solid understanding of the role of position management in succession planning. Learn to identify and correct the following problems: fragmentation, layering, unnecessary positions, narrow supervisor-to-employee ratio, job dilution, missing career ladders, workforce/PD inconsistencies and inaccurate position descriptions.

Objectives:

- Understand position management and its historical impact on federal agency programs
- Recognize the impact of organizational mission on position design

- Understand how organizational structures and common patterns of assigning duties affect position design.
- Recognize the symptoms associated with common position management problems and how to resolve them
- Identify and apply the appropriate staffing and classification tools necessary to deal with position management issues
- Learn the various agency roles and responsibilities in the position management process

Length of Class: 2 days

Position Classification

Description:

Become a well-trained classifier. This intensive ten-day course provides you with a foundation in General Schedule (GS) and Federal Wage System (FWS) classification. Focus on the legal bases, structure and operation of the GS, FWS and alternative classification systems. Develop your skills in selecting and applying position classification standards and writing position evaluation statements.

Objectives:

- Understand the legal basis, structure and primary tools of the General Schedule system
- Apply the procedures used to classify federal positions using the Factor Evaluation System
- Prepare an evaluation statement using the Factor Evaluation System
- Understand job family standards, guides and the automated classification programs used by some federal agencies
- Select and apply procedures used to classify federal positions in the Federal Wage System
- Select and apply procedures used to classify federal positions using the narrative system
- Illustrate the rules applicable to classifying mixed grade/series and the interdisciplinary positions
- Identify the preparation and interview procedures required for a position audit
- Know how to apply the procedures used to classify federal leader, supervisory and managerial positions

Length of Class: 10 days

Federal Employee Relations

Description:

Understand the complexities of federal employee relations. Learn the rights and responsibilities of

agency employees in areas such as: probationary periods, performance management and awards, discipline, conduct problems, leaves of absence, labor management issues, appeals and grievances, and more.

Objectives:

- Understand management and employee rights in the workplace
- Identify and apply the correct laws and regulations for specific ER situations
- Determine probationary periods
- Separate performance from conduct problems
- Decide when and how management should discipline employees
- Improve performance standards and advise managers on handling performance problems
- Know the categories of awards available in the federal service
- Correctly handle situations involving medical issues
- Understand the grievance and appeal options of federal employees

Length of Class: 4 days

Federal Performance Management**Description:**

Become equipped in your role as supervisor, manager and human resources specialist with the skills you need to make meaningful performance distinctions. Implement communication, planning, tracking and other performance tools to make, or advise on making, performance decisions, regardless of the system in which you find yourself.

Objectives:

- Describe the basis for performance decisions
- Identify the current federal performance management systems
- Plan and determine how performance distinctions will be measured
- Identify how to help employees progress toward established performance goals
- Evaluate performance against established standards and communicate results

Federal Employee Development**Description:**

Gain a comprehensive understanding of the role of training and development in the management of human resources. Explore the impact of legal requirements and both OPM and agency policy

guidance. Learn to use a systematic approach to improve individual and organizational performance. Recognize the importance of a continuous learning environment in the development of a high-performing workforce.

Objectives:

- Understand the evolving role of the HRD professional in the changing HRD environment
- Describe the learning organization **Length of Class:** 4 days
- Identify the connection between learning and performance
- Apply training needs assessment tools
- Recognize optional training formats, such as Web-based instruction
- Know the specific training regulations and policies related to training and development
- Apply training policy to real organizational situations
- Learn the key components of career management

Length of Class: 3 days

Federal Employee Benefits

Description:

Learn about the Federal Employees Health Benefit (FEHB) program, Federal Employees Group Life Insurance (FEGLI) program, Thrift Savings Plan (TSP), Civil Service Retirement System (CSRS), CSRS Offset, Federal Employees Retirement System (FERS), and Social Security. Make sure you can accurately and thoroughly analyze and respond to questions from employees about their federal employee benefits. Gain the information needed to advise new, current and separating employees about their benefits.

Objectives:

- Determine retirement system coverage for new hires, rehires, transfers and converted employees
- Explain the basics of the Social Security eligibility and survivor benefits
- Explain the basics of the Thrift Savings Program and withdrawal options
- Determine retirement eligibility dates, identify creditable service and calculate basic annuity amounts under CSRS and FERS
- Determine and explain eligibility requirements, options and coverage for FEHB and FEGLI

Length of Class: 5 days

Leave and Absence

Description:

This course focuses on types of leave and absence programs many employees use today for paid and unpaid time off, including statutory leave programs required under federal leave laws. A general leave and absence overview will be given, and a discussion of procedural and verification issues in conforming leaves and absences to Federal policies.

Objectives:

- Definitions.
- Annual Leave
- Annual Leave Accrual
- Annual Leave Ceilings
- Advanced Annual Leave
- Lump Sum Payment for Annual Leave
- Use of Annual Leave to Reach Initial Eligibility for An Immediate Annuity
- Sick Leave
- Sick Leave for Family Care or Bereavement Purposes
- Unused Sick Leave as Service Credit
- Advance Sick Leave
- Military Leave
- Military Funeral Leave or Funeral Leave
- Military Leave
- Military Leave and Federal Employee Health Benefits (FEHB)
- Leave Without Pay (LWOP)
- LWOP Limitations and Exceptions
- Absence Without Official Leave (AWOL)
- Family and Medical Leave Act
- Eligibility
- Military Family Leave Entitlements
- Active Military Duty FMLA
- Voluntary Leave Transfer Program
- VLTP Definitions
- Leave Recipient Qualifications
- Leave Recipient Application
- Leave Application Review.
- VLTP Applicant Responsibilities
- Leave Share Coordinator Responsibilities
- Veteran Participation
- Use of Donated Annual Leave

- Application to Become a Leave Donor
- Limitations on Donations of Annual Leave
- Transfer of Annual Leave
- Donation Solicitation
- Termination of Medical Emergency
- Bureau/Office Termination of Applicant's Enrollment in the VLTP Program
- Excused Absences
- Blood Donation
- Bone Marrow and Organ Donation
- Voting and Registration
- Employees Returning from Active Duty
- Health and Fitness Activities
- Court Leave
- Excused Absence for Employee Assistance Program (EAP)
- Administrative Leave
- Compensation While on Administrative Leave
- Administrative Leave Considerations
- Employee Notification
- Independent Criminal Review
- Home Leave
- Voluntary Leave Transfer Program Forms
- Medical Release Form for VLTP

Length of Class:4 days

Managing the 21st Century Workforce

Description:

Reality is driving the use of telework. Long commutes, concern over the environment, rapidly rising facility costs and overhead, and geographically dispersed workforce are all contributors to management decisions leading to the establishment of telework programs. However, along with telework itself, working in a teleworking environment raises many valid concerns for managers and supervisors. These include but are hardly limited to the need for teamwork and camaraderie; coordination of workload; performance monitoring and supervision; setting performance standards; and managing and balancing workload. Along with helping to demystify telework, this course will address management concerns and outline a Five-Step Management Process designed to positively impact the ability of the organization to thrive, meet its mission and goals, and realize the many benefits of telework.

Objectives:

Tools & Take Aways

- To increase student engagement and enhance learning, the course will include:
- Interactive discussions
- Brainstorming
- Interactive exercises
- Learning checks
- Each student will receive the following "take-aways" to facilitate application of the course content upon return to office/duty station:

Case Studies:

- Successful adoption of a telework policy
- Results of a telework program
- Labor Unions – how the best intentions can paralyze a telework program
- Self-Evaluation forms for Employees and Managers
- Sample interview questions for teleworker candidates
- Sample Telework Contracts and Agreements
- Sample status report
- Teleworker Training Checklist
- Home Office and Ergonomic Guidelines
- Safety Guidelines

Workplace Violence Prevention...it's the law!**Description:**

Reduce your liability – learn the right way to prevent violence. A "must do" course for government & corporate risk, security, law enforcement and mental health professionals. Bullying, intimidation, hostility, and harassment of any kind are all precursors to potential violence. A workplace violence perpetrator has demonstrable behaviors prior to becoming violent...that are many times ignored or not recognized. Because of this, courts and law makers around the world are quickly passing laws making employers and those who do not recognize or do something about these people liable for the negative actions of others.

Objectives:

- Decide how to collect assessment data
- Formulate a complete risk-assessment process
- Summarize which behaviors need to be identified
- Show why certain questions should be asked/answered

- Discover deception in written and oral communications
- Identify key variables that can act as inhibitors or triggers to violent behavior
- Differentiate accurately between high and low-risk behaviours
- Describe when it's necessary to call in assistance
- Distinguish environmental influences

Length of Class: 1 or 2 days

FERS Retirement Training

Description:

- Financial Planning: Perception vs Reality
- FERS Retirement Eligibility
- FERS Annuity / Pension Calculation
- High - 3 Salary
- Creditable Service
- Buying Back Time (Military, temp time, etc.)
- COLA to Locality Pay for Alaska
- Social Security for FERS
- TSP - Your Retirement Choices
- FEGLI Life Insurance
- FEDLTC Long Term Care
- FEHB Health Insurance
- Medicare
- Taxes & Your Federal Retirement
- Estate Planning for Federal Employees

Length of Class: 2 days

CSRS Retirement Planning

Description:

Prepare for retirement by learning how Civil Service Retirement System (CSRS) annuities are calculated; how health and life insurance benefits carry over into retirement; and how Social Security, Medicare, and Thrift Savings Plan (TSP) withdrawal options apply to the federal retiree.

Objectives:

- Determine when you are eligible to retire and explain the major steps involved in the retirement application process
- Understand how your basic annuity will be computed and what benefits will be payable to your survivors
- Determine your entitlement to Social Security benefits, including Medicare, and if your Social Security benefit will be affected by either the Windfall Elimination Provision or the Government Pension Offset

Length of Class: 4 days

NEW EMPLOYEE MID-CAREER SUCCESSION PLANNING RETIREMENT

Today I close the door to the past, open the door to future, take a deep breath, step on through and start a new chapter in my life.

Author Unknown

Civil Service Retirement System (CSRS)

The Civil Service Retirement System (CSRS) - which became effective on August 1, 1920 - is a defined benefit, contributory retirement system. Employees share in the expense of the annuities to which they become entitled. It was retired in 1987. (<https://www.opm.gov/retirement-services/csrs-information/>)

Federal Employees Retirement System (FERS)

Congress created the Federal Employees Retirement System (FERS) in 1986, and it became effective on January 1, 1987. Since that time, new Federal civilian employees who have retirement coverage are covered by FERS. FERS is a retirement plan that provides benefits from three different sources: a Basic Benefit Plan, Social Security and the Thrift Savings Plan (TSP). (<https://www.opm.gov/retirement-services/fers-information/>)

Pre-Retirement CSRS & FERS

(for those employees within 5 years of retirement)

Description:

CSRS and FERS system, federal benefits and Social Security/Medicare. Federal benefits, Social Security/Medicare, assessing insurance options (FEGLI, FEHB, FEDVIP, FLTCIP), financial planning and the TSP, estate planning and other legal issues, health and wellness, transition planning

Length of Class: 3 days

Pre-Retirement CSRS**Description:**

Federal benefits, Social Security/Medicare, assessing insurance options (FEGLI, FEHB, FEDVIP, FLTCIP), financial planning and the TSP, estate planning and other legal issues OR transition planning (note: a full day of financial planning may be substituted for either estate planning or transition)

- Federal Retirement Benefits
- Federal Group Life Insurance, Federal Employee Health Benefits Plan, Long Term Care Insurance, FSA FEDS, FEDVIP, Social Security and Medicare
- Financial Planning - including TSP
- Estate Planning, Elder Law & Other Legal Issues
- Transition Planning
- Healthy Living

Length of Class: 2 or 3 day option.

Pre-Retirement FERS

(for those employees within 5 years of retirement)

Description:

Eligible for employees within five to seven years. Explanation of components of a comprehensive retirement plan, description of entitlements under FERS or Special Provisions. Topics include: making informed decisions with respect to their own financial health, understanding basic rules in Estate & Tax Planning and Elder Law, developing strategies to prepare for lifestyle changes, and

taking proactive steps to maintain physical and mental health in retirement.

Length of Class: 3 days

New Employee Orientation

(for those employees within 1-5 years of hire)

Description:

Allow those to have a full understanding of their Federal Benefits (FERS,FERS-RAE,FERS-FRAE,FEHB,FEGLI,and Social Security/Medicare, Know how to credit civilian and military service, compute the basic annuity benefits and disability benefits as applicable *Learn the basics of Financial Planning and understand the importance of long term investing in the TSP. One-day federal benefits (FERS), Social Security/Medicare, health insurance (FEHB) and life insurance (FEGLI), financial planning and the TSP

Length of Class: 1 day

Work/Life Balance Workshops

Description:

This seminar will explore these issues and their underlying meaning to help you develop a plan for dealing effectively with transition and the crisis it often creates in individual's life. You will be given tools to help you create a healthy balance of energy in all facets of your life Topics include: Identifying present Lifestyle, Exploring Self awareness, Nutrition: Genetics, and Weight goals, The Exercise Connection, Identifying Stress and Stressors, Understanding and Managing the Effects of Stress, The Transition Process, Creating a Positive State of Mind, Designing Your Future

Length of Class: 1 day

MID-Career Planning for Retirement, Pre-Retirement Planning

(for those employees within 15 years of retirement)

Description:

Two-day federal benefits, Social Security/Medicare, assessing insurance options (FEBLI, FEHB, FEDVIP, FLTCIP), financial planning and the TSP, estate planning and other legal issues OR transition planning (note: a full day of financial planning may be substituted for either estate planning or transition)

Length of Class: 2 days

Succession Planning

Description:

This program provides participants with the framework, insight and tools necessary to ensure leadership commitment, obtain stakeholder and staff support, identify and analyze critical issues, and develop and deliver an implementation strategy and plan that will meet the needs of their organization. Through presentations, group discussions, case studies and challenging problem scenarios, participants gain practice and insight into the tools and methods that will be most useful to them in their succession planning effort.

Length of Class: 3 days

Succession Planning - Recap

Description:

Identify critical competencies to use for selection and development . Identify procedural and organization impediments to recruitment, hiring, promotion, recognition and retention. Involve senior leaders who hold themselves accountable for growing leaders. Involve critical stakeholders in the process. The use of workforce data and analysis to inform the process. The use of multiple sources and methods for assessment. Link succession to strategic planning and investment in the future. Communicate the plan and develop understanding and support.

Length of Class: 1 day

DEFINITIONS OF THE COURSE SEGMENTS:

▪ Financial Planning

This vital and stimulating module is appropriate for all levels of understanding. A certified financial planner provides participants with a solid foundation of financial principles and leads to the development of a sound investment strategy. Focal points include understanding net worth, budgets and savings, controlling consumer credit, risk vs. reward and investing in the TSP (Thrift Savings Plan) and beyond.

▪ Federal Retirement Benefits

A clear presentation by federal benefit specialists is offered on CSRS, CSRS offset, FERS, TransFERS, Social Security and Medicare. Other topics include health benefits (FEHB), dental and vision insurance options (FEDVIP), flexible spending accounts (FSAFEDS), health savings accounts (HSAs), life insurance (FEGLI), long-term care insurance (FLTCIP) and the thrift savings plan (TSP). We provide worksheets to calculate estimated retirement annuities and helpful hints on steps to take now to prepare for retirement including resolving issues prior to and immediately after retirement. We also offer information on local agencies and state tax treatment of retirement pay.

- **Health and Wellness Workshop/Work Life Balance Workshop**

This segment emphasizes the importance and techniques of balanced living; how to create an individual wellness plan for life; how to integrate proper nutrition; the importance of regular exercise; and the role stress management and stress reduction plays in a healthy life style. An experienced health professional presents this session.

- **Transition planning/Succession Planning**

A highly-qualified transition specialist facilitates our understanding of our interests, our goals and ourselves which is an essential part of any transition to a new phase in life. The relative importance of structure, purpose and interpersonal relationships in our lives is emphasized. Career assessment is also addressed to analyze our abilities and understand our strengths to help develop effective job search strategies.

- **Retirement Planning Review**

Federal Retirement Benefits, Federal Group Life Insurance, Federal Employee Health Benefits Plan, Long Term Care Insurance, FSA FEDS, FEDVIP, Social Security and Medicare Financial Planning – including the TSP and Either Estate Planning, Elder Law and other Legal Issues or Transition Planning

- **Legal Issues** - An attorney specializing in estate planning and/or elder law explains the importance of wills, various types of trusts, powers of attorney, and advanced medical directives. This is designed to help participants identify elder law issues and other legal concerns that should be considered in comprehensive long-term planning.

- **Healthy Living** - This segment emphasizes the importance and techniques of balanced living; how to create an individual wellness plan for life; how to integrate proper nutrition; the importance of regular exercise; and the role stress management and stress reduction plays in a healthy life style. An experienced health professional presents this session.

- **Transition Planning** - A highly-qualified transition specialist facilitates our understanding of our interests, our goals and ourselves which is an essential part of any transition to a new phase in life. The relative importance of structure, purpose and interpersonal relationships in our lives is emphasized. Career assessment is also addressed to analyze our abilities and understand our strengths to help develop effective job search strategies.

PLEASE NOTE: Segments can be added to the 1, 2 or 3 day courses to suit the needs of your organization

Program and Project Managers (FAC-P/PM)



The FAC-PPM certification program certifies program and project managers at three levels: Entry, Mid, and Senior. Training, experience and continuous learning requirements are cumulative through each level. A workforce member with no prior FAC-PPM certification can become certified at any level, but must demonstrate achievement of all performance outcomes in the competency model for that certification level either through training or experience.

FAC P/PM ENTRY LEVEL

Managing Federal Government Projects (FPM 111)

Description:

Programs and projects funded by the federal government are under unprecedented scrutiny by agency leaders, legislators and the public. For federal project managers, a strong foundation in the project management best practices is not only necessary, but it's becoming a requirement in many agencies. This course provides federal government project managers with the knowledge and skills they need to implement a sound and repeatable project management methodology in each project they manage. Upon completion of this course, participants will gain an understanding of the project life cycle; core management skills for managing projects; the process for gathering, testing and validating requirements for a project; how to manage project risk; and best practices for leading projects. The systems engineering, requirements management, life cycle logistics and test and

evaluation FAC-P/PM competencies are integrated within the project life cycle throughout this course.

Objectives:

- Use core project management skills, concepts and techniques to achieve agency goals
- Work with internal and external stakeholders to identify and document relevant project and program requirements
- Prepare an Integrated Master Plan and Integrated Master Schedule to ensure your projects stay on schedule and on budget
- Describe methods for planning, monitoring, conducting, and evaluating tests of prototype, new, or modified systems equipment
- Describe the functions and common issues of membership in a working group or project oriented team
- Anticipate and manage project issues by implementing a risk/opportunity management process

Length of class: 3 days

Acquisition for Federal Government Project Managers (FPM 112)

Description:

The course teaches project managers about the full acquisition life cycle from planning and requirements development to administration and closeout, including managing performance-based service agreements. Participants will leave the course with a better understanding of the acquisition life cycle, roles of the key players within the acquisition team and how the acquisition process directly affects project success.

Objectives:

- Identify pre-award actions and the associated contracting methods required by Federal Acquisition Regulation (FAR)
- Support the requirements development process
- Assist in the development of a comprehensive program specification and Statement Of Work (SOW)
- Participate in the process for formulating and structuring a source selection plan
- Describe the process an agency uses to select concepts that allow for best value selection from a competitive solicitation
- Describe how to support contract administrative actions
- Assist with establishing a negotiated baseline of performance with operational users

Length of class: 3 days

Scheduling and Cost Control for Federal Government Projects (FPM 113)**Description:**

To meet the FAC-P/PM requirements, participants also learn the value of earned value management (EVM). The course discusses the use of EVM in monitoring and controlling a project and how to interpret the earned value data. Upon completion of the course, participants can use EVM to determine and communicate when a project is out of control and determine schedule and cost variances.

Objectives:

- Explain the relationship between core project management life cycle components and scheduling and cost control
- Oversee the application of Total Life Cycle Systems Management (TLCSM) to analyze the impact of decisions on the agency's system and the life cycle consequences of those decisions on system performance and affordability
- Use cost estimating processes, methods and techniques to manage and control project costs, schedules, and performance
- Describe how OMB A-94 can serve as a checklist for sound benefit-cost and cost-effectiveness analyses
- Use a practical process to manage project cost, schedule and performance
- Describe the agency's policy/instructions for financial planning, programming, budget development and budget execution using OMB A-11

Length of class: 3 days

Leading Federal Government Projects (FPM 114)**Description:**

This course introduces best practices and concepts in leading federal government project teams. Participants begin the course with an assessment of their own leadership styles to master the basics of these leadership competencies. They also learn how to identify and resolve problems and conflicts while gaining an understanding of key interpersonal skills they need to be an effective leader and to build relationships. Project managers will also develop techniques to ensure that their project ideas, strategies and work plans have impact and receive buy-in from stakeholders.

Objectives:

- Lead/manage a project team to satisfactory achievement of project goals

- Identify problems, determine accuracy and relevance of information, and use sound judgment to keep projects moving forward
- Recognize the major sources of conflict on teams and resolve them to minimize personal and project impact
- Implement techniques and strategies to create high-impact oral and written communications to ensure messages to stakeholders are targeted, organized and succinct
- Practice fundamental interpersonal skills that can ensure future success as a project leader

Length of class: 2 days

FAC-P/PM Entry Level Capstone Course (FMP 115) – not required for certification

Description:

Behavioral change cuts to the heart of a course work's success. This highly interactive and application-based capstone course provides participants the opportunity to review, analyze, synthesize and apply previous courses' concepts and develop and reinforce the FAC-P/PM competencies for the entry level. Upon completion of this course, participants understand how the different aligned skills within the FAC-P/PM program align with project management best practices to enhance the success of the federal government project manager. During the course, participants reinforce the project manager's roles and responsibilities in leading projects, performing contract management, developing requirements, issuing solicitations and performing source selection. Participants also learn how integrated baseline reviews, operational test and evaluation, total life cycle systems management, cost estimating and earned value management all contribute to ensuring project health.

Objectives:

- Lead and manage projects
- Develop an acquisition plan and manage subsequent contracts and contract teams
- Gather and document project requirements by involving key stakeholders and applying preaward strategies
- Use tools and strategies to prepare and release clear and cost-effective solicitations
- Prepare for source selection and avoid common pitfalls
- Use EVM and other performance measurements to manage a contract against a baseline
- Oversee the application of Total Life Cycle Systems Management (TLCSM) to projects to analyze the impact of EVM

Length of class: 3 days

MID-LEVEL/JOURNEYMAN**Applied Project Management for the Federal Government (FPM 211)**

Description:

Applied Project Management for the Federal Government reviews foundational project management concepts, tools and techniques used by federal government project managers and address the unique challenges of information technology (IT) projects. It covers each phase of the IT project life cycle—concept, requirements, planning, design, construction, delivery and closeout—discussing the activities performed, as well as the role and responsibilities of the project manager and team. Requirements gathering and risk management receive expanded coverage in this course as do select topics related to systems engineering, MOSA and test and evaluation which are integrated with the project life cycle.

Objectives:

- Gather project requirements
- Perform technology development processes
- Test and validate project requirements
- Conduct risk management
- Closeout a project

Length of class: 3 days

Applied Acquisition for Federal Government Project Managers (FPM 212)

Description:

Applied Acquisition for Federal Government Project Managers begins with an overview of contract types and acquisition methodologies emphasizing the importance of compliance with regulations and policies that apply to acquisition planning. The course reviews the RFP process beginning with the pre-award phase, giving participants tools to develop evaluation factors that will result in clearly written solicitations. Pre-award tools will also allow students to publicize government requirements and contract actions. Participants move on to the source selection phase during which they formulate a source selection plan. Applied Acquisition for Federal Government Project Managers closes with techniques to monitor technical, cost and schedule performance on complex contracts as well as to perform contract administration actions. Participants will be able to distinguish between authorized and unauthorized contract issues, as well as to identify and resolve contract disputes.

Objectives:

- Develop comprehensive specifications and a statement of work that fully defines the agency/department need
- Apply in-depth knowledge of the best-value source selection process
- Demonstrate knowledge of agency/department acquisition regulations and develop Independent Government Estimates (IGE) for cost and price analysis
- Apply best practices, commensurate to the contract type, to evaluate contractor proposals, analyze pricing and cost data to establish a pre-award negotiation position
- Apply an integrated, comprehensive acquisition plan throughout project life cycle
- Provide project management oversight for monitoring contract and supporting contract administration actions

Length of class: 3 days

Applied Earned Value for Federal Government Projects (FPM 213)**Description:**

Senior-level participants begin the course with a review of total life cycle systems management and explore with their colleagues how their department/agency works within a typical life cycle. Students use various cost estimating processes, methods and techniques which they apply to a case study that compares cost methods. Since the Office of Management and Budget (OMB) requires use of EVM on contracts greater than agency-specific limits, participants will review these federal government requirements, and complete a case study that allows participants to practice applying EVM methodologies to contract management. The course concludes with agency-specific discussions on allocation of funds, agency instructions for financial planning, programming and budget development, as well as budget execution. Participants will discuss agency implementation instructions for OMB-A11.

Objectives:

- Analyze program life cycle management
- Apply financial management techniques
- Apply cost estimation techniques
- Apply earned value management techniques

Length of class: 3 days

Leading Federal Government Projects II (FPM 214)

Description:

Leading more complex federal government projects and project teams requires the mid-level project/program manager have specific technical as well as soft skills for successful project outcomes. Leading Federal Government Projects II uses various tools and techniques to ensure participants will continue to apply leadership principles learned in the classroom and in the workplace. Starting with the steps a project manager takes to ensure a project is aligned with agency strategies, subsequent discussions and activities allow participants to explore relationship building as a fundamental aspect of effective project management and leadership. Participants will use a self-assessment tool to learn more about their personal communication preferences and styles to employ this knowledge on projects and with stakeholders. To further enhance communication skills, participants practice applying stakeholder influencing skills and concepts. Creativity and innovation models are explored next with a focus on the “As-Is” vs. the “To-Be” states principles of which also apply to coaching and development of project team members. An overview of the conflict-management processes follows that provides skills to identify conflict and determine when the conflict is real so conflict-resolution processes can be applied. Finally, *Leading Federal Government Projects II* walks participants through how to prepare for and conduct a collaborative negotiation in the project environment.

Objectives:

- Build relationships among project stakeholders
- Solve problems and resolve conflicts by using analysis and decision-making techniques
- Influence stakeholders to meet project goals
- Think strategically to ensure project success
- Develop project team members and leverage diversity
- Promote innovation and creativity to add value to the organization
- Negotiate for project resources
- Communicate across all levels of the organization and customize communication approach to individuals
- Facilitate processes for project and program life cycles

Length of class: 2 days**FAC-P/PM Mid-Level Capstone Course (FPM 215) – not required for certification****Description:**

Participants recall federal programs and projects roles and responsibilities through subject matter expert facilitated discussions that relate program and project management life cycle to acquisition life cycle. An in-depth exploration of the mid-level leadership competencies of influence and negotiation, partnering, team building, managing conflict, political savvy, strategic thinking, decision making, creativity and innovation, external awareness, developing others, entrepreneurship and leveraging diversity allows participants to translate practical leadership insights to actions to take on

their projects. The acquisition life cycle from determining needs to closeout reinforces select topics on Test and Evaluation Strategy (TES), Total Life Cycle Systems Management (TLCSM) including Life Cycle Logistics (LCL) and Performance-Based Logistics (PBL), Systems Engineering and MOSA Principles with support from templates and reference resources.

Objectives:

- Examine program and project management within the federal government
- Demonstrate leadership and interpersonal skills
- Oversee development of project/program management plans, contract management approach, solicitation and source selection and requirements management approach
- Explain the value of negotiating a baseline of performance, key features of requirements and support documentation, use of life cycle logistics in project/program management
- Examine the intersection of project/program management, leadership and interpersonal skills

Length of class: 3 days

SENIOR LEVEL**Program Management for the Federal Government (FPM 311)****Description:**

Developed specifically for government organizations, *Program Management for the Federal Government* lays the foundational knowledge and skills to implement essential activities throughout the lifecycle of a typical government program. Coaching and mentoring to help you apply concepts on the job will be an important theme throughout the course. You'll explore the program manager's guides—mission, vision and value—and learn to link the business case to the organization's strategy as part of pre-program preparation. You'll build a stronger foundation in stakeholder identification with detailed focus on who the stakeholders are, the roles they play throughout the rest of the phases, and the program manager's role in stakeholder management. You'll develop a deeper understanding of a program's multiple components and deliverables, their interdependencies and the program manager's role in coordinating all of them. A review of program benefit tools and metrics will help you manage program performance across the phases. Finally, you'll develop a better appreciation of program closeout as a transition to effective support and maintenance.

Objectives:

- Increase your effectiveness and efficiency as a program manager in achieving the strategic value of a program
- Follow a systematic approach to managing programs
- Apply proven tools and techniques to program management
- Recognize benefits management as the primary responsibility of the program manager
- Use a standard vocabulary for program management
- Make distinctions among projects, programs and portfolios, as well as among project management, program management and portfolio management
- Describe the program life cycle and recognize the value of following this approach
- Understand the critical success factors of program management, maintaining alignment with strategy, managing benefits and stakeholders and executing program governance

Length of class: 3 days

Advanced Acquisition for Federal Government Project Managers (FPM 312)

Description:

Advanced Acquisition for Federal Government Project Managers provides leaders of an integrated program team with in-depth knowledge of the acquisition process, team members' roles and responsibilities within that process, and various acquisition methodologies, in particular performance-based acquisition. In this highly interactive course, you'll examine the details of key activities in implementing performance-based acquisition (PBA), and gain in-depth understanding of FAR guidance and OFPP requirements. You'll review the steps in source selection, contract administration and the evaluation process, and learn how to conduct effective post-award conferences covering the entire cycle, closeout/payment and potential conflicts resolution. Finally, you'll learn how to set performance standards, monitor performance and manage the inevitable contract changes in response to external events.

Objectives:

- Develop a proactive, strategic approach to satisfying the customer's evolving requirements
- Take appropriate action to resolve various situations with legal implications
- Use a DCAA audit report to prepare a negotiation objective
- Apply the full range of contract pricing techniques to develop a pre-negotiation objective
- Develop a negotiation strategy for a noncompetitive negotiation
- Conduct a noncompetitive negotiation
- Manage contract performance in accordance with the contract

Length of class: 3 days

Advanced Earned Value for Federal Government Project Managers (FPM 313)

Description:

Advanced Earned Value for Federal Government Project Managers helps you direct and manage EVM implementation across the program lifecycle and build up extensive EVM capabilities to be applied to large, complex projects/ programs. You'll review total life cycles systems management, how departments/agencies work within a typical lifecycle, and the project/program manager's roles throughout the cycle. Through immersive exercises that simulate the workplace, you will deepen your insights into financial planning and management, cost estimating and program evaluation through various EVM methodologies. Together with other participating senior-level program/project managers, you will share and build up your knowledge of agency implementation instructions for OMB-A11.

Objectives:

- Discuss the basic elements of a performance management system
- Follow key policies and procedures in the performance management system
- Comply with the industry standard (ANSI/EIA Standard 748) for earned value management systems (EVMS)
- Use tools for managing data associated with earned value management
- Leverage the EVMS surveillance process to effectively manage cost, schedule and technical performance
- Use the performance management system as an integrating project management tool that facilitates improved planning and control of cost, schedule and work scope
- Provide management with the necessary information to ensure that day-to-day decisions keep performance consistent with program **Objectives:**

Length of class: 3 days

Leading Federal Government Project Managers (FPM 314)

Description:

Leading Federal Government Project Managers helps you take a nimble approach to leading project managers, managing direct reports, and managing the expectations of senior audiences. You'll take a deep dive into managing relationships, communication filters and conflict management with an eye to building and maintaining a high-performance team. Dynamic simulations will let you apply theories and tools to lead project managers through the opportunities and pitfalls of complex projects. A detailed examination of managing multiple projects from a program level will build your mastery of setting project priorities and aligning them with organizational strategy, while addressing

the impact of policies and trends. Finally, you'll learn how to use portfolio management to identify opportunities and take calculated risks in order to position your organization for short- and long-term success.

Objectives:

- Discuss the leader's role in each phase of the project life cycle
- Support project managers and project teams through coaching, mentoring and rewarding success
- Apply the concepts of complexity science to project management
- Ensure project credibility by aligning the project with the organization's goals, **Objectives:** and strategies
- Communicate the strategy and vision to the project team, the customer, and other project stakeholders
- Formulate strategies to keep up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views
- Employ business acumen to achieve improved program results

Length of class: 4 days

FAC-P/PM Senior Level Capstone Course (FPM 315) – not required for certification

Description:

Leading Federal Government Project Managers helps you take a nimble approach to leading project managers, managing direct reports, and managing the expectations of senior audiences. You'll take a deep dive into managing relationships, communication filters and conflict management with an eye to building and maintaining a high-performance team. Dynamic simulations will let you apply theories and tools to lead project managers through the opportunities and pitfalls of complex projects. A detailed examination of managing multiple projects from a program level will build your mastery of setting project priorities and aligning them with organizational strategy, while addressing the impact of policies and trends. Finally, you'll learn how to use portfolio management to identify opportunities and take calculated risks in order to position your organization for short- and long-term success.

Objectives:

- Discuss the leader's role in each phase of the project life cycle
- Support project managers and project teams through coaching, mentoring and rewarding success
- Apply the concepts of complexity science to project management

- Ensure project credibility by aligning the project with the organization's goals, **Objectives:** and strategies
- Communicate the strategy and vision to the project team, the customer, and other project stakeholders
- Formulate strategies to keep up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views
- Employ business acumen to achieve improved program results

Length of class: 3 days

Acquisition Fundamentals of Project and Program Management II (FPM 121)

Description:

FPM 121 is a one week classroom course which follows successful completion of the online FPM 120 (Part I) entry-level fundamentals course. FPM 121 places the project management learner in an integrated product team (IPT) setting, allowing students to gain hands-on experience working through problem-based exercises based on the concepts learned in the prerequisite FPM 120 online course. Students participate as team members in crafting and communicating solutions to simulated project management challenges, including: identifying capability gaps; developing a work breakdown structure; developing high-level and system-level requirements; crafting an analysis of alternatives; developing a business case; selecting a solution; risk management; acquisition planning; systems engineering; measuring performance; and leadership.

Length of Class: 5 days

TELEWORK AND MOBILITY TRAINING



Teleworking is a part of GSA's culture and is becoming a standard way of working across the government.

Making Telework Work for You and Your Organization: An Introductory Workshop for Supervisors and Employees

Description:

A highly interactive and eye-opening workshop that helps participants understand their own personalities, personal strengths and potential areas for improvement.

Objectives:

- Develop flexibility during workplace interactions.
- Raise awareness around preferred work style and behaviors—of self and others.
- Increase understanding about how they communicate, receive information and make decisions.
- Develop insight into their own style and the style of others.
- Understand how personality type impacts conflict.
- Understand how personality type impacts leadership and teamwork.

Length of class:

HALF DAY - one offering

2 HALF DAY CONCURRENT OFFERINGS

FULL DAY

TWO-HOUR WEBINAR*

***CLIENT PROVIDED EQUIPMENT**

Leading In a Telework Environment: A Workshop For Managers and Supervisors

Description:

A highly interactive and eye-opening workshop that helps participants understand their own personalities, personal strengths and potential areas for improvement.

Objectives:

- Develop flexibility during workplace interactions.
- Raise awareness around preferred work style and behaviors—of self and others.
- Increase understanding about how they communicate, receive information and make decisions.
- Develop insight into their own style and the style of others.
- Understand how personality type impacts conflict.
- Understand how personality type impacts leadership and teamwork.

Length of class:

HALF DAY - one offering

2 HALF DAY CONCURRENT OFFERINGS

TWO-HOUR WEBINAR*

The Heart of Effective Telework and Mobile Work: Clear Goals and Expectations

Description:

A highly interactive and eye-opening workshop that helps participants understand their own personalities, personal strengths and potential areas for improvement.

Objectives:

- Develop flexibility during workplace interactions.
- Raise awareness around preferred work style and behaviors—of self and others.
- Increase understanding about how they communicate, receive information and make decisions.
- Develop insight into their own style and the style of others.
- Understand how personality type impacts conflict.
- Understand how personality type impacts leadership and teamwork.

Length of class:

TWO-HOUR WEBINAR*

EFFICIENCY, PRODUCTIVITY, AND TIME MANAGEMENT

Description:

A highly interactive and eye-opening workshop that helps participants understand their own personalities, personal strengths and potential areas for improvement.

Objectives:

- Develop flexibility during workplace interactions.
- Raise awareness around preferred work style and behaviors—of self and others.
- Increase understanding about how they communicate, receive information and make decisions.
- Develop insight into their own style and the style of others.
- Understand how personality type impacts conflict.
- Understand how personality type impacts leadership and teamwork.

Length of class:**TWO-HOUR WEBINAR****CONDUCTING VIRTUAL MEETINGS****Description:**

Effective and efficient meetings are an essential part of an efficient and effective organization. It's now common for members of teams to be spread across many geographic boundaries. Business must continue and teams need to stay connected. Meetings must continue to be held. Virtual meetings and web conferences are more common today than ever. Managers and employees need to understand how to keep participants engaged and how to use the technology effectively. This will be an online workshop focusing on strategies to conduct live meetings with remote participants. This workshop provides practical tools and skills for planning, leading, and participating in a virtual meeting. Workshop participants will gain insight into how to maximize meeting software in order to tap into the collective wisdom of the group to gather data, make decisions, and develop effective action plans to make the decisions reached in the meeting a reality.

Objectives:

- Learn ideas for successfully planning a virtual meeting
- Learn how to run an effective meeting using meeting technology
- Discover techniques to increase group participation

CLIENT PROVIDED EQUIPMENT

Leadership Training



*If your actions inspire others to dream more, learn more, do more and become more, you are a leader. —
John Quincy Adams*

Leading Virtually: The Virtual Leader™

CI Course Name: Leading in a Telework Environment

In order to take full advantage of teleworking, organizations need supervisors who can effectively create, manage, and lead telework teams. Much of the emphasis on creating telework programs has been on technology issues, particularly regarding connectivity and security of government information. However, a recent survey of federal chief information security officers showed that telework programs are not a security threat and do not hamper agencies' ability to meet Federal Information Security Management Act (FISMA) mandates. The challenge, then, comes down to leadership. Many front-line leaders are anxious and uncertain about telework programs, fearing loss of control over employees' daily work and lacking trust in their subordinates' ability to work without direct supervision. This workshop will focus on building the leadership skills, trust, and confidence to manage a successful telework program. There will also be time set aside to address some of the administrative/logistics issues that could potentially impact teleworking. Particular emphasis will be placed on allowing managers to voice their concerns and providing sound strategies and approaches to address those concerns.

Objectives:

- Gain tools to more effectively lead in a telework environment
- Raise "hot button" concerns managers have regarding telework and identify strategies to

resolve telework problems

- Learn the four best practices of successful telework and how to apply them as a manager
- Establish effective communication protocols and strategies
- Learn to give and receive effective long distance feedback and plan/manage effective virtual meetings

Length of class: (TWO 2 HOUR WEBINARS)

Leading High Performing Project Teams

Description:

In today's business environment, managers are expected to do more with less while improving organization performance. Many managers and team leads support cross-functional projects aimed at improving performance and meeting customer needs. Implementing a project management approach uses project management as a tool for getting things done, for improving performance and productivity, and for changing the organization. How do managers measure the success of their projects? Do the managers and team leads in your organization have the tools to provide project leadership? This workshop will identify proven methods to increase productivity, reduce stress, and increase confidence of team leaders. The workshop provides practical skills to enable leaders to manage projects and increase the team's performance. The session will help team leaders and team members identify their mission and vision, determine their operating standards for getting there, and provide a clear understanding of the expectations for achievement.

Objectives:

- Learn about the principles of project management
- Develop a project plan/charter to clarify the mission of the team and key measures that define success
- Clarify roles and responsibilities to improve team performance and accountability
- Communicate effectively with your team, management, and clients
- Run productive project meetings for planning, brainstorming, status update, and problem solving
- Evaluate the project's success and lessons learned
- Approach conflict situations with the mindset that a solution agreeable to all is possible
- Making values-based decisions

Establishing a Business Mindset

Description:

In these turbulent budgetary times the need for a strategic perspective grows increasingly important. While these can be seen as difficult or dangerous times for government agencies, the future is also

full of opportunities. Strategic thinkers are the people who will give these opportunities life and capitalize on them. In today's rapidly changing environment, leaders need a broad perspective, vision, and an intrinsic awareness of the trends and developments shaping their work. The need for a strategic approach to work is no longer limited to senior leaders. Operational leaders, typically limited to a tactical focus, will need to develop a more strategic outlook in order to help their teams adapt to this rapidly changing world. This workshop will provide participants with a set of tools that will facilitate a shift from the tactical to the strategic. The emphasis will be on increasing awareness of the importance of strategic thinking and providing the necessary background and skills to effectively put that thinking to work. Participants will also learn decision making tools, tips, and traps that they can immediately incorporate into their daily work.

Objectives:

- Learn the difference between tactical and strategic thinking approaches
- Take a systems thinking approach to decision making
- Identify and interpret environmental factors that influence strategic thinking
- Forecast the ripple effects of strategic decisions
- Identify detractors that commonly prevent strategic thinking

Length of class: 1 day

Interpersonal Skills: Developing Effective Relationships**Description:**

How do we build effective workplace relationships within and across the chain of command? How do we raise difficult issues? How do we “talk truth to power”? And, perhaps just as important, how do we do it in a way that demonstrates respect for the person we’re engaging with while not losing the respect they have for us? These are difficult questions, but ones that have an answer. The ability to raise difficult issues and hold honest conversations while maintaining trust and respect is foundational to effective relationships...and the focus of this important workshop. To hear and be heard is at the heart of organizational success. Unfortunately, it also is at the heart of most organizational problems. This workshop provides the tools to overcome communication challenges and cultivate a culture where everyone is heard and understood.

Objectives:

- Acquire new tools for building strong workplace relationships
- Develop skill in effective interpersonal communications
- Learn how to constructively raise difficult issues through the use of Left Hand column and other models
- Use communications tools to address and minimize conflict
- Learn the art and science of skillful discussion

Length of class: 1 day

Decision Making

Description:

Decision making is at the very heart of effective leadership. The ability to make important decisions in a timely manner often spells the difference between success and failure for individuals and organizations. How do effective decision makers operate? What are the criteria they consider? How do they conduct analysis without getting bogged down? How do leaders learn to be decisive without coming across as “shooting from the hip”? This workshop will examine the answers to these and other questions. Participants will examine both classic decision making models as well as gain insight into the latest decision making tools and applications. They’ll have the opportunity to practice both individual and group decision making through a series of interactive, challenging, and enjoyable learning exercises and case studies. The workshop provides an intuitive and usable framework for making important organizational and individual decisions. Participants will leave the workshop feeling more confident in their decision making abilities and in their overall skill as leaders.

Objectives:

- Learn key elements in effective decision making
- Examine and put to use various decision making models
- Identify characteristics of decisive leaders and how to build effective decision making habits
- Avoid decision making “traps” that sabotage our best efforts

Length of class: 1 day

Making Effective Presentations Fundamentals

Description:

Current research, studies, and cultural work audits all point to the most critical tool, the most pressing need, in organizations is the ability to effectively communicate. Successful individuals are those with the skills to strategically organize their thoughts, focus their message, and present their ideas clearly and succinctly to successfully inform, direct, question, inspire, and lead. Enhanced skills and newfound confidence in communication are life-skills that can be applied while speaking before groups, participating in and conducting meetings, working with or leading a team, or simply communicating one-on-one. Even those who are effective communicators will have the opportunity to learn skills and gain experience that will make them even better communicators who command respect and authority.

Objectives:

- Organize and deliver high-impact, professional-level briefings and presentations
- Learn techniques for effective Q & A sessions
- Enhance the ability to speak so others will listen
- Enhance professionalism and the ability to look and feel more confident
- Acquire non-verbal skills to enhance command presence and credibility
- Learn a powerful tool that will help focus thinking and organize thoughts

THE MAXIMUM NUMBER OF STUDENTS IS 10. ONE TRAINER REQUIRED FOR THIS WORKSHOP.

Length of class: 1 day

High Impact Communications

Note: 2 instructors are required and the workshop has a maximum of 10 participants)

Enhanced skill and newfound confidence in communication are life skills that can be applied while speaking before groups, participating in and conducting meetings, working with or leading a team, or simply communicating one-on-one. Even effective communicators will have the opportunity to learn new skills and gain experience to make them even better communicators who command respect and authority. Communication at its best is a two-way process requiring not only the ability to speak so others will listen, but also the ability and discipline to listen while others speak. Listening skills are as essential as speaking skills – and are often overlooked. Individuals learn techniques to increase their comprehension and retention, and also learn to look like they are listening. Both aspects of communication need to be learned, adhered to, and practiced in order for an individual and an organization to operate at its best. To maximize practice and provide opportunities for individual feedback, the course requires 2 instructors and has a maximum of 10 participants per workshop.

Objectives:

- Enhance the ability to speak so others will listen – and listen while others speak
- Learn techniques to better communicate by enhancing the ability to better connect
- Add to personal power and confidence by learning the most effective techniques to communicate with increased confidence, authority, and efficiency
- Acquire non-verbal communication skills to command presence and enhance credibility
- Learn a powerful tool that will help focus thinking and organize thoughts
- Organize and deliver high-impact, professional-level briefings and presentations
- Learn techniques to inform, inspire, persuade, and call others to action

- Learn to think and speak under pressure
- Improve the ability to make a positive impact within a diverse workforce

THE MAXIMUM NUMBER OF STUDENTS IS 10. TWO TRAINERS REQUIRED FOR THIS WORKSHOP.

Critical Thinking and Problem Solving

Description:

An often overlooked but vital management skill is critical thinking, analysis, and problem solving at the staff level. Senior leaders in an organization must rely on their staff to thoroughly examine important issues. Effective staff members shape information into recommendations that, when approved, become decisions. Effective management analysis and problem solving results in recommendations that: have been thoroughly analyzed, have been coordinated, represent the best ideas and solutions possible, simply require approval or disapproval, and are prepared in final form for signature.

Objectives:

- Learn how to write an effective problem statement
- Gain skills in effective problem analysis
- Examine decision making models
- Learn the components of an effective recommendation that are likely to be accepted.

Length of class: 1 day

Taking Charge of Organizational Change

CI Course Name: Change Management for Employees

Description:

Employees have a choice; they can simply survive organizational change or, with the right training and support, they can take personal charge and grow through change. Individuals can go through change and feel powerless, or they can use the change to grow their power and influence. This workshop provides participants with the opportunity for growth and personal empowerment. This workshop will provide skills and tools that will enable employees to understand and manage their reaction to change. It also provides insight into change management that will move employees from feeling victimized by the process to understanding how they can have their voice heard and their ideas incorporated into the final outcome.

Objectives:

- Understand transition models and how to recognize where you and the organization are in

the change effort

- Understand resistance - recognize that responding to, reacting to, and resisting change are normal
- Gain insight from lessons learned in other transitions
- Recognize signs of stress in yourself and others and learn how to respond appropriately to that stress
- Understand the business model for change – drivers, objectives, and sense of urgency

Length of class: 1 day

Negotiation Skills for Life and Business

Description:

It's impossible to be truly effective in the workplace without the assistance and cooperation of others. Such interdependence, however, can produce conflict. Resolving conflict in a way that helps people find common ground and mutual understanding is a critical leadership skill and at the heart of effective negotiations. Finding a resolution that satisfies conflicting priorities can stimulate new approaches to old problems. Innovation is often a by-product of well-managed negotiations. Unfortunately, many people are afraid of conflict. As a result, conflict goes underground, sabotaging projects and destroying team spirit. This workshop provides tools and techniques to find common ground while uncovering how each party sees the issues, and how to reach an equitable agreement on what should be done, who should do what, and when. Participants in this workshop will learn how to address conflict and negotiate agreement without giving in. They will also learn to influence upwards in support of projects and organizational goals.

Objectives:

- Identify your personal conflict management style and how it helps and hinders resolution of conflict
- Learn to manage conflict – and use it positively
- Increase your confidence in dealing with conflict
- Turn conflict situations into opportunities to communicate openly and effectively.
- Become effective and principled negotiators
- Gain tools for finding common ground
- Learn to help yourself and others focus on interests and not take unreasonable positions.

Strategic Planning and Performance Management

Description:

Strategic planning is a disciplined way of thinking about an organization as a whole in order to

determine how decisions made today may affect the organization over a given period of time. It is a process that links short term, medium term and long term plans. It allows management to assess the relative value of alternative courses of action. Why is strategic planning necessary? Even organizations with ample resources cannot do everything. Therefore, the question becomes how to maximize the use of the resources that are available. Strategic planning does not forecast or predict the future. Fundamentally, it asks, "What is the most appropriate course of action, given the capabilities of our organization and the circumstances in which we operate?" This workshop will provide tools and techniques to help executives become more effective strategic planners, and to learn to craft practical and measurable performance goals.

Objectives:

- Learn the key elements of effective strategic plans
- Conduct external and internal assessments using SWOT and PEST analysis
- Learn how to perform competitive and trend analyses
- Identify resources for the strategic plan
- Create an effective strategic plan based on current realities and future opportunities

Length of class: 1 day

Advanced Leadership Skills and Techniques

CI Course Name: Emotional Intelligence for Leaders

Description:

Leadership studies have consistently identified strong Emotional Intelligence (EI) as the key attribute that takes leaders to the next level of effectiveness. These studies have shown that successful performance on the job is significantly impacted by the skills and attributes of emotional self-awareness, stress management, and the ability to pick up on social cues and build effective working relationships. While we may know the right thing to do in a given situation, we are often "hijacked" by our emotions in stressful situations and behave in ways that interfere with our own and our team's success. In this workshop, participants will increase their understanding of emotional intelligence and learn how a greater awareness of EI enhances their effectiveness as a leader, manager, and public servant. They explore the results of a behavioral-based personal EI assessment in relation to the five core competencies of EI, and then learn skills to apply their EI awareness in the workplace. The EI workshop covers both intrapersonal and interpersonal intelligence, the ability to understand the intentions, motivations, fears, and desires of others and self, and the impact of increased EI on our lives, the decisions we make, and our effectiveness as a leader.

Objectives:

- Discover what emotional intelligence is and why it matters
- Apply EI as an advanced leadership competency

- Take the Bar-On EQ-i assessment and raise awareness of one's EI competencies
- Identify emotional patterns – personal strengths and weaknesses
- Effectively manage behaviors that may limit optimal performance
- Discover how emotional intelligence can enhance work performance

Length of class: 1 day

Briefing and Presentation Skills

Description:

Current research, studies, and cultural work audits all point to the most critical tool, the most pressing need, in organizations is the ability to effectively communicate. Successful individuals are those with the skills to strategically organize their thoughts, focus their message, and present their ideas clearly and succinctly to successfully inform, direct, question, inspire, and lead. Enhanced skills and newfound confidence in communication are life-skills that can be applied while speaking before groups, participating in and conducting meetings, working with or leading a team, or simply communicating one-on-one. Even those who are effective communicators will have the opportunity to learn skills and gain experience that will make them even better communicators who command respect and authority.

Objectives:

- Organize and deliver high-impact, professional-level briefings and presentations
- Learn techniques for effective Q & A sessions
- Enhance the ability to speak so others will listen
- Enhance professionalism and the ability to look and feel more confident
- Acquire non-verbal skills to enhance command presence and credibility.
- Learn a powerful tool that will help focus thinking and organize thoughts

Length of class: 1 day

Building and Sustaining Teams

Description:

How do leaders create an environment in which people are motivated to excel? How do leaders stay focused, and keep subordinates focused, on achieving the organization's mission and goals? How do leaders communicate expectations and encourage the openness in the workplace necessary for success? This workshop addresses these and other fundamental leadership skills and attributes. With rare exceptions, work is accomplished with and through the support of others. Effective teams are at the heart of effective leadership, and a leader's ability to build a strong team has a direct impact on both individual and organizational success. This workshop will provide participants with

the tools and techniques for that success.

Objectives:

- Learn the characteristics of effective leaders and how to develop those characteristics
- Learn how to build and maintain strong teams
- Examine the leaders role in creating the environment for success
- Reinforce effective interpersonal communications skills, including:
 - Skillful discussion
 - Giving and receiving feedback
 - Dealing with conflict

Creativity and Innovation**Description:**

Improvisational theatre is a unique type of theatre which is only successful if the players are able to work as an open, smoothly functioning, innovative and creative team. Through fostering group dynamics and encouraging individuality, players are able to take great risks while feeling supported, safe and heard. Improvisational theatre is a style of theatre that has been around for decades, but has only recently begun to be used in other spectrums. It has proven to be effective in a variety of different settings because it is exceptionally successful in garnering communication, building group functionality, and increasing flexibility in rapidly changing situations. There are two main goals for this workshop. The first is to foster active listening and smoother communication between colleagues across environments. The second is to experientially learn creative and innovative techniques for succeeding both as a leader and as a team member in dynamic and spontaneously changing circumstances. This is an interactive, hands-on workshop based on adult learning principles and designed to be thought-provoking, engaging, and fun. The workshop is taught by a Chicago and New York trained improvisational (improv) actor who has served as the leader and coach of an established, long-running improv troupe for several years.

Objectives:

- Work as a creative and functional team
- Engage in active listening
- Express concerns and disagreements in a constructive manner
- Think more quickly on their feet and be very flexible
- Be less anxious about unforeseeable changes and difficulties
- Find laughter in everyday circumstances

Length of Class: 1 day
Effective Supervision

Description:

Becoming a supervisor is one of the toughest transitions in the workplace. It requires a set of skills far beyond technical competence. Participants in the workshop will gain an understanding of what it means to be a supervisor...and more importantly a leader. The workshop will provide participants with increased confidence in dealing with the “nuts and bolts” of supervision: effective communication, delegation, and giving and receiving feedback. The workshop will also provide a set of immediately useful and practical tools to increase both the capability and confidence of new supervisors. With these tools, they will avoid common missteps and have the chance for early success in their role.

Objectives:

- Define leadership and the role of the supervisor
- Communicate with confidence
- Delegate effectively
- Provide high quality feedback
-

Length of Class: 1 day

Group Facilitation**Description:**

The cost of ineffective meetings is staggering, not only in terms of wasted time but also in terms of lost opportunities, employee frustration, and poor morale. Most managers say the meetings they attend generally take too long, cover too little or too much, end without specific plans, objectives, decisions, outcomes or results. Meetings are an important business function in that they get people together to share information, ideas, problems, activities, solutions and feelings. But poor meetings often have a negative impact and can make whatever problem they're supposed to address worse. This workshop provides practical tools and skills for planning, leading, and participating in a meeting. Workshop participants will gain insight into how to craft a sound agenda, tap into the collective wisdom of the group to gather data, make decisions, and develop effective action plans to make the decisions reached in the meeting a reality.

Objectives:

- Learn ideas for successfully planning a meeting
- Understand how to design a practical agenda
- Learn how to keep the meeting on track
- Learn to be a more effective meeting participant
- Discover techniques to increase group participation

- Learn how to make better decisions as a team

Length of class: 1 day

Leadership Skills and Techniques

Description:

This workshop could as easily be entitled “Self-Leadership”. It’s about reflection and understanding. It’s based on the premise that in order to be able to lead others by example we must first be able to lead ourselves. Self-leadership, in fact, is the best example any leader could set. Leadership is more difficult now that it’s ever been before. The good news is that these things can lead to a more efficient and effective organization. Unfortunately, harnessing all this great energy and moving forward in a productive way can be overwhelming. Gone forever are the days when a leader’s primary responsibility was to maintain the status quo. Change is too pervasive. Yet in the midst of all this change there remain foundational leadership principles. These principles and their application will be examined.

Objectives:

- Gain insight into building and maintaining effective leadership habits
- Reaffirm the foundational nature of values and character to effective leadership
- Help participants identify their personal vision and provide tools to make goals in support of that vision a reality
- Help participants identify and understand their leadership style, and through that understanding to gain insight into themselves and others.

Length of class: 1 day

Management Skills and Techniques

Description:

Managing performance lies at the heart of supervision and effective leadership. The full potential of performance management systems will never be achieved unless supervisors have confidence in their ability to effectively utilize these systems. Most organizations focus on the process and mechanics of the performance management systems. Important as that is, much more is needed. This workshop focuses on the heart of effective performance management: providing clear goals and good feedback. It provides the necessary skills and confidence for supervisors to fully leverage their performance management systems. The workshop gives insight into how to establish performance goals, communicate effectively, conduct the performance appraisal itself and provide appropriate rewards and recognition.

Objectives:

- Learn to establish challenging yet attainable performance standards and expectations
- Gain an understanding of how to communicate performance standards in a way that encourages their active participation in the process
- Develop skill in dealing directly and unambiguously with performance problems and conduct issues
- Prepare for and conduct a performance review and appraisal session
- Learn to make more explicit the connection between productivity and rewards
- Gain insight into how recognition serves to create a workplace environment that increases morale and productivity

Length of class: 1 day

Leading and Managing Change

Description:

Leaders of organizations and teams have a choice; they can simply let the tide of change sweep them along to an uncertain outcome or, they can take charge and grow through change with intention and purpose. The latter path helps to ensure that the change initiative is firmly anchored in the organization's culture and that the employees are focused and engaged. This workshop provides the tools and support leaders need to achieve this – a fully successful change initiative. This workshop will present to leaders best practices for leading and guiding change, models for understanding the psychological aspects of change, and pitfalls to watch for in change efforts. The training will also demonstrate how a clear and elevating picture of the future and a compelling reason to become part of that future are two elements that are absolutely critical to helping members of an organization process through the transition period associated with change.

Objectives:

- Demonstrate the importance of change management as a key leadership skill
- Show why many strategic changes fall short of expectations
- Understand the nature of change
- Apply successful change models in leading change
- Recognize different types of resistance encountered in change efforts and how to incorporate that resistance to create lasting change

Length of class: 1 day

Leading from Where You Are

Description:

The role of team leader is one of the toughest to fill, and one commonly assigned to top performers who haven't yet been assigned a formal leadership role. Such individuals lead project teams in which

team members don't officially report to them. This can be a tough, even intimidating assignment, especially if team members don't hold themselves accountable. Team leaders need tools to employ in such circumstances if they are to be successful in their new roles. In this interactive workshop participants will examine the role of assumptions and mental models in influencing others. They will also learn and practice using tools such as a team charter, a delegation model, theories of employee motivation, and steps for giving and receiving feedback.

Objectives:

- Learn and understand communication models and the impact of mental models
- Gain tools for giving and receiving more effective feedback
- Clarify roles and responsibilities to gain commitment
- Gain tools to delegate effectively
- Influence team members by learning about and appealing to their interests
- Coordinate effectively with senior leaders and team sponsors

Length of class: 1 day

Negotiation Strategies and Techniques**Description:**

It's impossible to be truly effective in the workplace without the assistance and cooperation of others. Such interdependence, however, can produce conflict. Resolving conflict in a way that helps people find common ground and mutual understanding is a critical leadership skill. Finding a resolution that satisfies conflicting priorities can stimulate new approaches to old problems, thus innovation is often a by-product of well-managed conflict. Unfortunately, many people are afraid of conflict so conflict goes underground, sabotaging projects, and destroying team spirit. This workshop provides tools and techniques to find common ground while uncovering perspectives on how each party sees the issues, and how to reach an equitable agreement on what should be done, by whom, and when. Participants in this workshop will learn how to address conflict and negotiate agreement without giving in. They will also learn to influence upwards in support of projects and organizational goals.

Objectives:

- Identify your personal conflict management style and how it helps and hinders resolution of conflict
- Learn to manage conflict – and use it positively
- Increase your confidence in dealing with conflict
- Turn conflict situations into opportunities to communicate openly and effectively
- Become an effective and principled negotiator
- Gain tools for finding common ground

- Learn to help yourself and others focus on interests and not take unreasonable positions

Length of class: 1 day

Collaboration

Description:

The 21st century requires real collaboration; a bringing together of all the knowledge, possible solutions, needs, and funding of multiple, well-informed stakeholders. This will require a fundamental shift in approach and yes, culture; a shift from being the expert authority figure in the room to an open, adaptable, equal partner operating with visible mutual respect and cooperation. The interdependence that will be required highlights the need for new and enhanced skills in listening, understanding multiple perspectives, diplomacy, political savvy, conflict resolution, and negotiation. Collaborating to find a resolution that satisfies all or even possibly conflicting priorities can stimulate new approaches to old problems. Creativity and innovation are by-products of collaboration and well-managed conflict. Unfortunately, many people are afraid of or avoid conflict. As a result, conflict goes underground, sabotaging projects and destroying team or cooperative spirit.

Objectives:

- Understand the personal and organizational transition process toward a more collaborative approach and where you are in it
- Understand the modes of engaging during disagreement
- Identify your preferred mode during disagreement
- Learn and gain skills in the 6 keys to successful collaboration
- Develop a personal action plan to increase collaboration
- Practice for enhanced competence and anchoring of the tools
- Discuss existing processes that may be hindering this culture shift

Length of class: 1 day

360 Design Measurement

CI Assessment: SKILLSCOPE

Description:

360° assessment based on key leadership, management and supervisory competencies. The 360o assessment provides a necessary and effective starting point for learning and growth - serving as both a catalyst and a map for change. Considered the ultimate assessment vehicles, 360o assessments provide feedback from multiple perspectives such as bosses, peers, direct reports and

others. The 360° assessment instrument can play a key role in a comprehensive feedback, coaching, and development process. It is an on-line assessment that provides valuable insights and serves as a starting point for creating a Professional Development Strategy, focused on the specific skills vital to your success, and your unique talents and circumstances.

SKILLSCOPE Assessment Tool

SKILLSCOPE is a 360 assessment that assesses 15 job related skills that are essential for supervisor or manager success. This is a straightforward feedback tool that identifies managerial job-related strengths and weaknesses. The 15 job related skills are fall under the following categories:

- Information Skills
- Decision-Making
- Interpersonal Skills
- Personal Resources
- Effective Use of Self
-

It is easy to take; a valuable investment of time, and is a great way to learn where to focus your professional development. You will receive an electronic invitation from the assessment host to supply the names and email addresses of your chosen respondents. You will also receive:

- A customized 360° report
- A two-hour feedback coaching session with an Executive Coach and leadership development practitioner.

You have the option of different groups of respondents which typically include: Your Boss: your immediate supervisor or manager; Superior: an individual who is at a higher level in the organizational hierarchy, but not your immediate supervisor; Peers: other employees who are at a similar level in the organization; Direct Reports: people you manage or supervise; and Others: anyone else who has observed your work that you desire to provide you feedback on your leadership skills. The system is designed to keep all respondents anonymous, other than the boss.

2-Hour Assessment Feedback Coaching

Reviewing the material provided by the 360° assessment, your executive coach will help you understand your report and chart a course toward your personal best in order that you might consistently operate at your professional best. Your coach will help you develop a strategy to address the feedback from the assessment, providing specific suggestions and activities to maximize strengths, and enhance opportunities to improve developmental needs.

Executive Coaching

Description:

Professionals with years of coaching executives, combined with experience and knowledge of OPM's Executive Core Qualifications (EQC), will assist GSA with enhancing their leaders' skills and traits by leveraging field-tested and effective leadership development, coaching, and training techniques, tools and resources. We will use our GSA environmental experience to quickly begin the engagement and deliver the coaching and facilitation activities GSA has requested. Our coaching approach will enable professionals to deliver all of the GSA coaching requirements to include but not be limited to:

- Establishing a signed coaching agreement with employee.
- Providing designated hours of coaching by telephone and/or face-to-face.
- Establishing a coaching schedule in partnership with the coaching client with flexibility allowed for impromptu contacts between sessions to relate progress or receive on-the-spot coaching.
- Providing achievable action strategies for coaching sessions to meet agreed upon goals.

Length: PER HOUR

Facilitation & Consulting Solutions

Description:

Facilitators and consultants know the challenges, changes and culture of federal agencies, broadly and individually, and how those impact the work of federal employees and leaders. Through our 24+ years in business, we know that the most important first step in making training and skill-building programs relevant is understanding the goals of the learning and how they connect to the organizations mission and vision. These solutions are adept at partnering with our clients to obtain the client background information, direction, plans and desired outcomes to ensure program success. These solutions recognizes the importance of maximizing training time, linking your vision, goals, initiatives and capacity, and achieving visible results. Taking your employees or team out of the workflow for several days – or even several hours – is a huge investment in human capital.

Length: PER HOUR